

eDumbe Local Municipality



2013/2014 IDP Review

Prepared By: Office of the Municipal Manager

eDumbe Local Municipality
No. 10 Hoog Street
Private Bag X 308
Paulpietersburg
3180

Tel : 034 995 1650
Fax : 034 995 1192
Email : edumbekz261@mweb.co.za
Website : www.edumbe.gov.za



INDEX

No.	Content	Page No
	Table of Content	i
	Foreword by the Mayor	vii
	Introduction by the Municipal Manager	ix
A	EXECUTIVE SUMMARY	1
A.1	Introduction	1
A.2	Overview of Edumbe Local Municipality	2
A.3	Key Challenges Facing eDumbe Local Municipality	4
A.4	Key Opportunities for eDumbe Local Municipality	5
A.5	Vision, Mission and Core Values	6
5.1	Vision	6
5.2	Mission	6
5.3	Core Values	6
A.6	Summary of 5 Year Plan	7
A.7	List of Projects with Budgeted Figures for 2013/14	10
A.8	IDP Process Plan	11
8.1	The Integrated Development Planning Review Process	11
8.2	Preparing for the IDP Review/Compilation	11
8.3	Action Programme and Timeframes	13
8.4	Cost Estimates	18
A.9	Performance Management Systems	19
9.1	The Process of Managing Performance	19
9.2	Organisational & Department Scorecard	19

No.	Content	Page No
B	PLANNING AND DEVELOPMENT PRINCIPLES & GOVERNMENT POLICIES AND IMPERATIVES	20
B.1	Planning and Development Principles	20
1.1	What is an Integrated Development Plan (IDP)?	20
1.2	Legal and Policy Environment	20
1.2.1	The Municipal Systems Act, 2000 (Act No. 32 of 2000) (MSA)	20
1.2.2	National Spatial Development Perspective (NSDP)	22
1.2.3	The New Growth Path: The Framework	25
1.2.4	"Breaking New Ground": From Housing to Sustainable Human Settlements	32
1.2.5	Comprehensive Rural Development Programme (CRDP)	35
1.2.6	National Environmental Management Act (Act No. 107 of 1998) (NEMA)	38
1.2.7	KwaZulu-Natal Provincial Growth and Development Strategy (PDGS)	44
1.2.8	KwaZulu-Natal Spatial & Economic Development Strategy (PSEDS)	44
B.2	Government Priorities	45
2.1	Millennium Development Goals	45
2.2	The 12 National Outcomes	46
2.3	The 5 National Priorities	47
2.4	The KZN GDS (7 Goals)	47
2.5	2013 State of the Province Address	48

No.	Content	Page No
C	SITUATIONAL ANALYSIS	49
C.1	Demographic Characteristics	49
1.1	Population Distribution	49
1.2	Gender Distribution	50
1.3	Age Distribution	51
1.4	Income Levels	51
C.2	Municipal Transformation & Organisational Development	54
2.1	Departmental Organograms	54
2.2	Departmental Functions	61
2.3	Organisational Powers and Functions	66
2.4	Institutional Arrangement	67
2.4.1	Organisational Structure	67
2.4.2	Political Structure	67
2.2.3	General Management and Administration Structure	75
2.5	Communication	76
2.5.1	Introduction	76
2.5.2	Strategic Objectives	77
2.5.3	Key Communication Principles	78
2.5.4	Message and Themes	79
2.6	Governance	80
2.6.1	Inter-Governmental Relations (IGR)	80
2.6.2	Risk Management	80
2.6.3	Fraud and Corruption	80
2.6.4	Public Participation	81
2.6.5	Customer Care	81
2.6.6	Planning Processes	82
2.7	SWOT Analysis	83
C.3	Service Delivery and Infrastructure Services	84
3.1	Water and Sanitation Provision	86
3.1.1	Water Infrastructure Roll-out	86

No.	Content	Page No
3.1.2	Sanitation Services Roll-out	86
3.1.3	Rudimentary Services Roll-out	86
3.1.4	Water and Sanitation Backlog	91
3.1.5	Access to Water and Sanitation	92
3.2	Solid Waste	93
3.3	Cemeteries and Cremation	94
3.4	Municipal Public Transport	94
3.5	Municipal Roads	95
3.6	Access to Electricity/Energy	97
3.7	Access to Community Facilities	99
3.7.1	Educational Facilities	101
3.7.2	Health Care Facilities	104
3.7.3	Welfare Facilities	106
3.7.4	Safety and Security	106
3.8	Post and Telecommunication	107
3.9	Poverty	108
3.10	Impact of HIV/AIDS (Population Health)	108
3.11	Human Settlement	109
3.11.1	Housing Projects in eDumbe	110
3.11.2	Household Size	112
3.12	Marginalised Group	112
3.13	Community Development Programmes	112
3.14	Broad Based COMMUNITY Needs as per 2013/2014 IDP and Budget Road-shows	113
3.15	SWOT Analysis	115
C.4	Local Economic and Social Development Analysis	116
4.1	Economic Indicators	116
4.2	Local Economic Development	116
4.3	Economic Sector Analysis	118
4.3.1	Tourism	120
4.3.2	Agriculture and Farming	124

No.	Content	Page No
4.3.3	Business Sector	127
4.3.4	Industrial Development	127
4.3.5	Trade and Commerce	127
4.3.6	Informal Sector	128
4.3.7	BEE and SMME Development	129
4.3.8	Mining Sector	129
4.4	Structure of the Economy	131
4.5	Economic Trends	131
C.5	Spatial, Environmental and Disaster Management Analysis	135
5.1	Existing Settlements	135
5.1.1	Predominantly Scattered Low-Density Rural Settlements	135
5.1.2	Peri-Urban and Semi-Urban Settlement	136
5.1.3	Urban Settlements	136
5.2	Existing Land Uses	137
5.2.1	Rural Land Use	138
5.2.2	Agriculture Land Use	138
5.3	Nodes	140
5.3.1	Primary Nodes (Rural Services Centre)	140
5.3.2	Secondary Node (Satellite)	141
5.4	Corridors	141
5.4.1	Primary Corridors	142
5.4.2	Secondary Corridors	142
5.4.3	Tertiary Corridors	142
5.5	Environmental Analysis	144
5.5.1	Environmental Scanning	144
5.5.2	Areas of Environmental Sensitivity	144
5.6	Disaster Management	147
5.7	SWOT Analysis	148
C.6	Municipal Financial Viability & Management Analysis	149

No.	Content	Page No
6.1	Situational Analysis	149
6.1.1	Cash/Liquidity Position	150
6.1.2	Sustainability	150
6.1.3	Effective and Efficient Use of Resources	150
6.1.4	Accountability, Transparency and Good Governance	150
6.1.5	Equity and Redistribution	151
6.1.6	Development and Investment	151
6.1.7	Macro-Economic Investment	151
6.1.8	Borrowing	151
6.1.9	Financial Viability	152
6.1.10	Management Response to Auditor General's Opinion	152
6.2	Financial Guidelines and Strategy	153
6.2.1	Financial Management Arrangement	153
6.2.2	Financial Guideline and Procedures	154
6.2.3	Capital and Operational Financial Strategy	155
6.2.4	Revenue Raising Strategies	155
6.2.5	Asset Management Strategy	155
6.2.6	Cost Effective Strategy	152
C.6	SWOT Analysis	156
C.7	Combined SWOT Analysis	157
C.8	Key Challenges	160
D	DEVELOPMENT STRATEGY	161
D.1	Millennium Development Goals	161
D.2	Vision	162
D.3	Mission	162
D.4	Core Values	163
D.5	Development Goals/Strategic Objectives	163
D.6	Strategic Focus Areas	164
D.7	Alignment of Development Strategies	164
7.1	National Key Performance Area	164

No.	Content	Page No
7.2	Provincial Growth and Development Strategies (PGDS) Strategic Goals	166
7.3	National and Provincial Priorities	166
D.8	eDumbe Municipality's Reviewed Strategic Plan	167
E	SPATIAL DEVELOPMENT FRAMEWORK	177
E.1	Strategic Mapping	177
1.1	Desired Spatial Outcome	177
1.1.1	Spatial Development Objectives	177
1.2	Desired Spatial Form and Land Use	180
1.2.1	Guidelines for LUMS	180
1.3	Spatial Reconstruction of the Municipality	183
1.3.1	Development Corridors	183
1.3.1.1	Regional Development Corridor	183
1.3.1.2	Secondary Development Corridor	183
1.3.1.3	Tertiary Development Corridor	184
1.3.1.4	Low Order Corridors	184
1.3.1.5	Agricultural Corridors	184
1.3.2	Service Centre and Activity Nodes	185
1.3.2.1	Primary Municipal Nodes	186
1.3.2.2	Secondary Municipal Nodes	188
1.3.2.3	Tertiary Municipal Nodes	190
1.4	Strategic Guidance in terms of Location and Nature Development within the Municipality	195
1.4.1	Principle of Sustainable Communities	195
1.4.2	Principle of Economic Potential	195
1.4.3	Principle of Environmental Planning	196
1.4.4	Principle of Sustainable Rural Livelihoods	196
1.4.5	Principle of Spatial Concentration	196
1.4.6	Principle of Local Self-Sufficiency	197
1.4.7	Principle of Co-ordinated Implementation	197

No.	Content	Page No
1.4.8	Principle of Accessibility	198
1.4.9	Principle of Balanced Development	198
1.5	Spatial Alignment with Neighbouring Municipality	199
1.5.1	Zululand District Municipality SDF	199
1.5.2	Mkhondo Local Municipality SDF	201
1.5.3	abaQulusi Local Municipality SDF	203
1.5.4	Emadlangeni Local Municipality SDF	205
1.5.5	uPhongolo Local Municipality SDF	207
1.6	Land for Public and Private Development and Infrastructure Investment	209
1.6.1	Guidelines for Delineating the Urban Containment Edge	209
1.6.2	Guidelines for Defining where Development Should not Go	210
1.6.3	Conclusion	212
1.7	Areas of Strategic Intervention and Priority Spending	216
1.7.1	Paulpietersburg CBD	216
1.7.2	Guidelines for Planning of Facilities	219
E.2	Implementation Plan for 2013/2014 FY	222
2.1	Sector Department Projects	222
2.1.1	Department of Transport	222
2.1.2	Department of Human Settlement	223
2.1.3	Department of Agriculture	224
2.1.4	Department of Environmental Affairs	225
2.1.5	Department of Rural Development and Land	225
2.2	Municipal Projects and Implementation Plan (2013/2014 FY)	226
2.2.1	Municipal Funded Projects	226
2.2.2	Unfunded Projects	229
2.2.2.1	Community Works Programme (CWP)	229

No.	Content	Page No
F	FINANCIAL PLAN – 2013/2014 FY	237
F.1	Introduction	237
F.2	MTEF	238
F.3	Revenue Budget	241
F.4	Expenditure Budget	243
G	ANNUAL OPERATIONAL PLAN	248
H	ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM	249
H.1	Introduction	249
H.2	Performance Management Framework	249
H.3	Institutional Arrangement	250
H.4	The Process of Managing Performance	251
H.5	Organisational & Departmental Scorecard	251
H.6	Previous Year (2011/2012) Annual Performance Report	252
H.7	2013/2014 Organisational Scorecard	254
I	ANNEXURES	284
I.1	Spatial Development Framework	284
I.2	LED Plan	284
I.3	Tourism Plan	284
I.4	Disaster Management Plan	284
I.5	Auditor General's Report and Municipal Action Plan	284
FIGURES		
Figure 1	Environmental Legislation Hub	39
Figure 2	Population Distribution	49
Figure 3	Gender Distribution	50
Figure 4	Age Distribution	51
Figure 5	Income Levels	52

No.	Content	Page No
Figure 6	Monthly Household Income Per Ward	52
Figure 7	Organisational Chart	67
Figure 8	Planning Process	82
Figure 9	Energy Source for Lighting	97
Figure 10	Levels of Education	101
Figure 11	Rural-Urban Household Growth	109
Figure 12	eDumbe GDP Output by Sector	119
Figure 13	eDumbe Formal Employment per Sector	119
Figure 14	eDumbe Employment by Skills Levels	120
Figure 15	Key Performance Areas	164
Figure 16	Draft Departmental Budget	240
Figure 17	Draft Budget 2013/2014	240
MAPS		
Map 1	Locality Map	2
Map 2	eDumbe Ward Boundaries	3
Map 3	Roll-out of Water Services in the Simdlangentsha West Regional Scheme of the next 5 Years	87
Map 4	Roll-out of Water Services in the District over the Next 5 Years	88
Map 5	Roll-out Sanitation Services in the District Over the Next 5 Years	89
Map 6	Roll-out of Rudimentary Services in the District over the Next 3 Years	90
Map 7	Access to Electricity	98
Map 8	Social Facilities	100
Map 9	eDumbe Educational Facilities	103
Map 10	Health Facilities in eDumbe	105
Map 11	eDumbe Housing Projects	111
Map 12	Tourism Map	123
Map 13	Agricultural Potential Map	126

No.	Content	Page No
Map 14	Mining Map	130
Map 15	SDF Showing Nodes and Corridors	143
Map 16	Areas of Environmental Sensitivity	145
Map 17	Protected Areas	146
Map 18	Provincial SDF Map	178
Map 19	eDumbe SDF Map	179
Map 20	Zoning Map	182
Map 21	Paulpietersburg/Dumbe – Primary Node	187
Map 22	Bilanyoni/Mangosuthu – Secondary Node	189
Map 23	Lunenburg – Tertiary Node	192
Map 24	Balmoral – Tertiary Node	192
Map 25	Tholakele – Tertiary Node	193
Map 26	Ophuzane – Tertiary Node	193
Map 27	SDF Map Showing Nodes and Corridors	194
Map 28	Zululand District Municipality SDF	200
Map 29	Mkhodo Local Municipality SDF	202
Map 30	abaQulusi Local Municipality SDF	204
Map 31	Emadlangeni Local Municipality SDF	206
Map 32	uPhongolo Local Municipality SDF	208
Map 33	Proposed SDF Showing Urban Edges	213
Map 34	Proposed Paulpietersburg/Dumbe Urban Edges	214
Map 35	Proposed Bilanyoni/Mangosuthu Urban Edges	215
Map 36	Paulpietersburg CBD Boundary	217
Map 37	Current and Future Paulpietersburg CBD Boundaries	218
Map 38	Proposed New Facilities	220
TABLES		
Table 1	IDP Structure	1
Table 2	Summary of 5 Year Strategic Plan	7
Table 3	2013/2014 Projects with Budgeted Figures	10

No.	Content	Page No
Table 4	IDP, Budget Preparation and PMS Action Plan	13
Table 5	Cost Estimates for IDP Review Activities	18
Table 6	The KZN 7 Strategic Goals	47
Table 7	Population Distribution	49
Table 8	Gender Distribution	50
Table 9	Age Concord	51
Table 10	New/Promoted Employees	60
Table 11	Employees that have left	60
Table 12	Departmental Functions	61
Table 13	Powers and Functions	66
Table 14	Full Council	68
Table 15	Exco Members	70
Table 16	Portfolio Committee	72
Table 17	MPAC	73
Table 18	Section 57 Employees	75
Table 19	Staff Complement	75
Table 20	Water Infrastructure Roll-out	86
Table 21	Sanitation Services Roll-out	86
Table 22	Rudimentary Services Roll-out	86
Table 23	Water and Sanitation Backlogs	91
Table 24	Access to Water	92
Table 25	Access to Sanitation	92
Table 26	Percentage Distribution of Households by Type of Refuse Disposal	93
Table 27	Percentage Distribution of Households by Type of Energy/Fuel Used for Heating	96
Table 28	Percentage Distribution of Households by Type of Energy/Fuel Used for Lighting	96
Table 29	Percentage Distribution of Households by Type of Energy/Fuel Used for Cooking	97
Table 30	Electricity Status	97
Table 31	Number of Social Facilities	99

No.	Content	Page No
Table 32	Number of Available School Facilities	101
Table 33	Number of People Living in Poverty in eDumbe	108
Table 34	Edumbe Population Health	108
Table 35	Number of Households	109
Table 36	eDumbe Housing Projects	110
Table 37	Average Household Size	112
Table 38	Community Wish-List	113
Table 39	Prioritised LED Projects	117
Table 40	Sector Contribution to GDP	120
Table 41	Local Quotient	131
Table 42	Gross Operating Surplus	132
Table 43	Labour Remuneration	133
Table 44	Number of Disaster Incidents per Ward	147
Table 45	Strategic Plan	169
Table 46	Classification of Nodes	186
Table 47	Alignment with Zululand SDF	199
Table 48	Alignment with Mkhondo SDF	201
Table 49	Alignment with abaQulusi SDF	203
Table 50	Alignment with Emadlangeni SDF	205
Table 51	Alignemnt with uPhongolo SDF	207

No.	Content	Page No
Table 52	Guidelines and Planned Facilities	219
Table 53	Department of Transport Projects	222
Table 54	Department of Human Settlement Projects	223
Table 55	Department of Agriculture Projects	224
Table 56	Municipal Funded Projects for 2013/2014 FY	224
Table 57	Department of Environmental Affairs & Agriculture Projects	225
Table 58	Department of Rural Development & Land Reform Projects	225
Table 59	2013/2014 Municipal Funded Projects	226
Table 60	CWP Projects	229
Table 61	2013/2014 Draft Budget	238
Table 62	2013/2014 Revenue Budget	241
Table 63	2013/2014 Expenditure Budget	243
Table 64	Highlights of Municipal Performance by KPA	252
Table 65	2013/2014 eDumbe Organisational Scorecard	254
Table 66	List of Annexures	273



FOREWORD BY THE MAYOR

To fulfil its developmental mandate as per Section B of the White Paper on Local Government (1998), the Municipality needs a concrete yet user friendly apparatus to deliver on its set vision, objectives and strategies. Local Government is an institution vested with an earth –shattering task of delivering services to the community in a sustainable cost-effective and transparent manner. This requires the Municipality to base its guidance on tangible systematic information that can only be in line with its financial viability and it must be within a legislatively specified period of time. To provide the parameters within which eDumbe local Municipality can be able to implement the mandate given by its citizens, the 2013/ 2014 Integrated Development Plan was reviewed.

The IDP is not owned by the Municipal officials, but it is an on-going process that is guided by the activities from other agencies, spheres of government as well as civil society. Although the eDumbe Municipality is faced with a huge amount of financial and human resource constraints, we have tried to strive within our limited resources to ensure that proper processes were followed in compiling this IDP document. The IDP Process Plan was adhered to and the community participation was the underlying driver of the process in all spheres. Several community meetings were held in all seven wards of the municipality and finally the IDP Representative Forum which encompassed all Ward Committee's, Sector Departments, Traditional Leaders, Private Sector, Civil society, etc was held. Comments received from all these gatherings as well as those received from the Office of the Member of Executive

Committee (MEC) for Cooperative Governance form basis for this IDP document.

In this IDP we have tried by all means to consider the constructive criticism we received from our stakeholders. Being able to give our stakeholders the platform to comment on our service delivery, has enabled this municipality to strengthen its relations with the stakeholders at large as well as well as deepening governance from the wards level. It must also be noted that this IDP document has been well documented to accommodate Organizational Performance Management System as a legislative requirement. Our IDP shows that infrastructure development remains key priority that requires assertive measures. It is thus hoped that the budget will allow the Municipality to be able to deliver on its mandate.

In conclusion, I would like to state that the IDP is a prolonged process aimed at achieving long term goals. We strongly believe that as much that this IDP is a legal document adopted by Council; it is also an effective yet legislative document by which the Municipality interacts with its citizens. It is a public document that all of us should own and use it as a platform for participatory democracy. We would like to thank you for ensuring that you point fingers where necessary so as to enable us to see our wrongs thus correct them accordingly. We believe that with our hard working and dedicated staff and all role players, we will ensure that the implementation of this IDP is participatory, transparent; people centred and promote transformation in a credible manner.

Cllr B M Nxusa

MAYOR OF EDUMBE MUNICIPALITY

INTRODUCTION BY MUNICIPAL MANAGER



As Municipal Manager of eDumbe Municipality and the head of all administrative functions, I am pleased that the municipality has yet again performed to its optimum in ensuring that this Integrated Development Plan has been developed and adopted timeously.

As we are all aware, the 2013-2014 IDP Review marks the second year of the third round of IDP's developed, which will reflect on achievements during the 2012-2013 year and the municipality's short term and long term plans. Over the years, the municipality has always tried its best to align its IDP to that of the guidelines and standards of CoGTA, and this year proves no different as you will identify a change in the format and structuring of the document as prescribed by CoGTA. However, as a municipality whose primary function is to deliver services and promote democracy, the municipality has become heavily reliant on its IDP as it uses this as a tool to bridge the gap between itself and its people. As this IDP highlights, with the development of a Shopping Centre, Middle Income Housing and the constant involvement of the various government sector departments, it is fair to confidently state that eDumbe municipality is moving in the right direction to ensure prosperity to its people.

In conclusion, it is important to thank the people of eDumbe municipality and the tireless efforts made by the team responsible for ensuring that this IDP is documented according to the guidelines set out by the KwaZulu-Natal Co-operative Governance and Traditional Affairs. As Municipal Manager, it is now my duty to ensure that this document is not just a formality or a document of false promises but is a one that certainly turns into reality.

TV MKHIZE

MUNICIPAL MANAGER

A. EXECUTIVE SUMMARY

A.1. Introduction

This report represents the first review for the eDumbe Local Municipality's 2012/2013 – 2016/2017 IDP. IDPs are prepared according to Chapter 5 and Section 25 (1) of the Municipal Systems Act (2000), which indicates that:

“Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, all inclusive and strategic plan for the development of the municipality which-

- i. Links integrates and coordinates plans and takes into account proposals for the development of the municipality;*
- ii. Aligns the resources and capacity of the municipality with the implementation of the plan;*
- iii. Complies with the provisions of this Chapter; and*
- iv. Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.”*

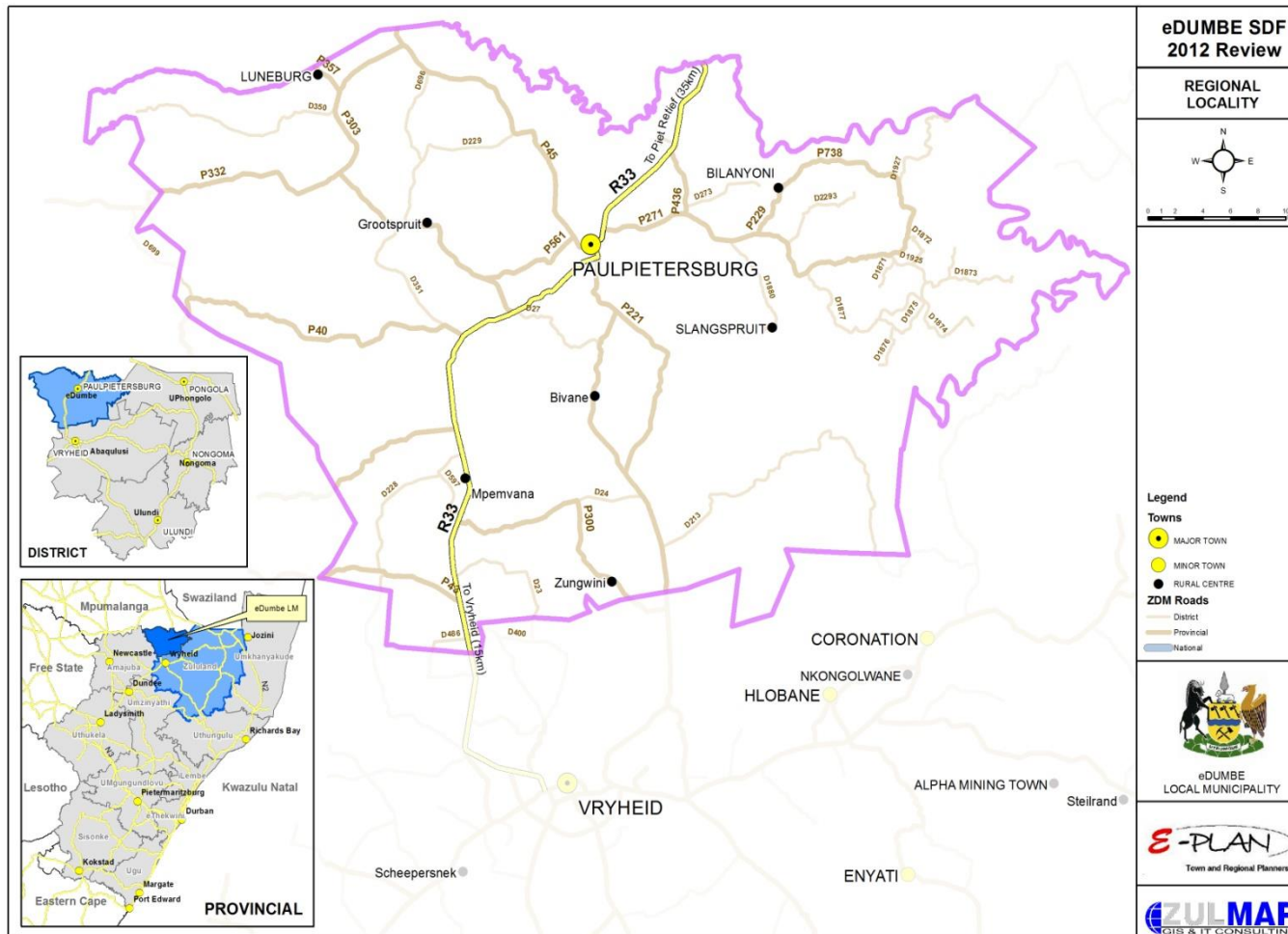
In accordance with the abovementioned, this report is structured as follows:

Table 1: IDP Structure

Section Number	Section Content
Section A	Executive Summary
Section B	Preparation
Section C	Situational Analysis
Section D	Development Strategies
Section E	High Level Spatial Development Framework
Section F	Sector Involvement
Section G	Projects & Implementation Plan
Section H	Financial Plan
Section I	Organisational Performance Management System
Section J	Annexures

A.2. Overview of eDumbe Local Municipality

Map 1: Locality Map

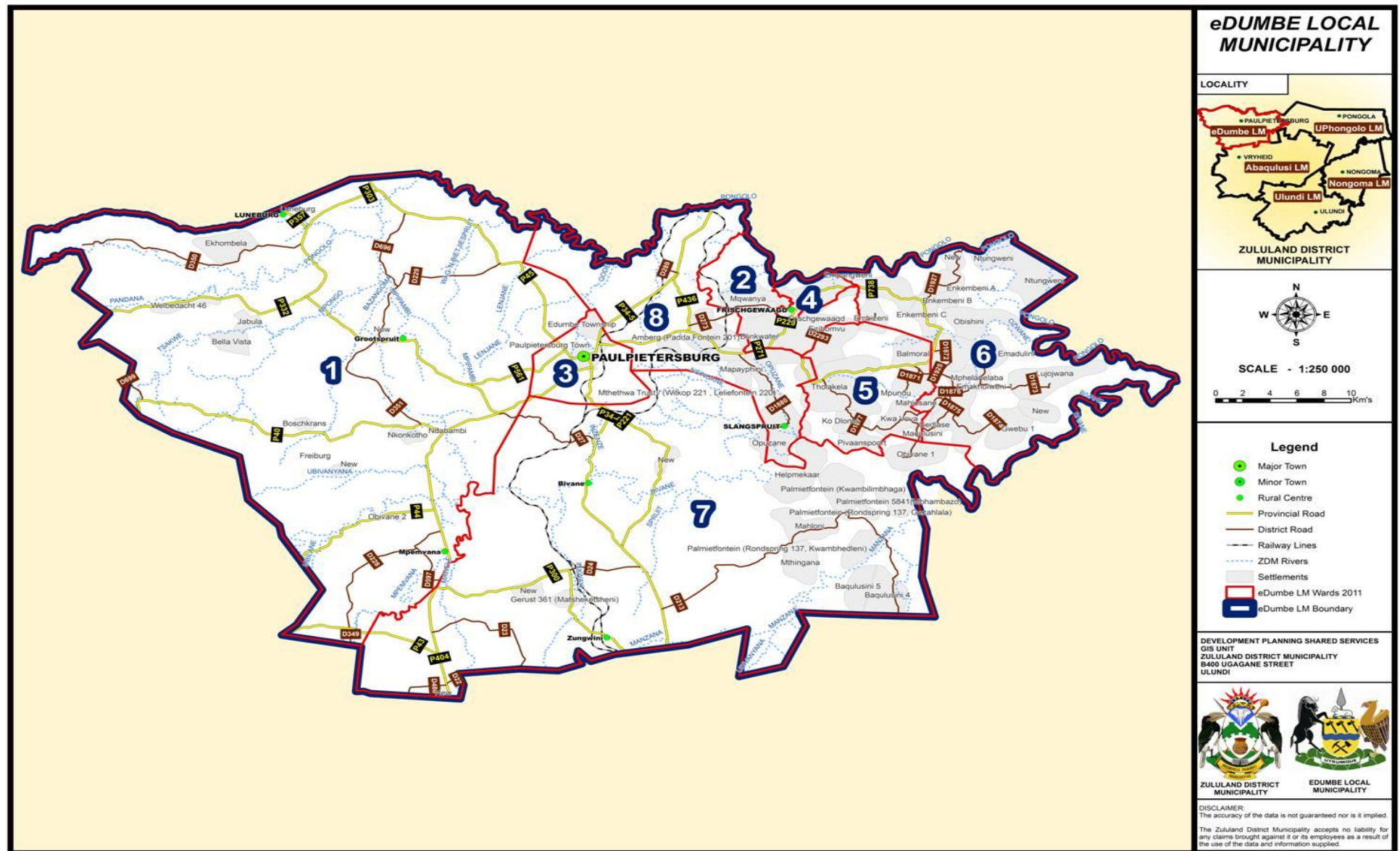


eDumbe Municipality is situated in the north-western part of KwaZulu-Natal. It covers a geographical area of 1 947 km² and is home to a population of about 82 053.

The municipal area of jurisdiction is demarcated into 8 wards which is predominantly rural in nature. Furthermore, the eDumbe Municipal area comprises of 52 settlements in total, which includes 48 dispersed rural settlements, 3 urban areas and one major town.

The major town/urban centre are Paulpietersburg/Dumbe, located in relation to the national road and rail networks. A graphical representation of this information is indicated in the maps below:

Map 2: eDumbe Ward Boundaries



A.3. Key Challenges facing eDumbe Local Municipality

The eDumbe municipality is located in one of the poorest and poverty stricken district municipalities in KwaZulu-Natal. (It forms part of Presidential Nodes!)

- A large rural population that depends on the nearby urban area of Paulpietersburg for commercial and public services (e.g. health, social welfare, police services etc) places pressure on the primary node because of the lack of social and economic services within the rural areas.
- Most of the rural settlements are small thus making service delivery costly, this effect is compounded by the aspect that only 35% of the municipality's population lives in an urban area while 65% lives in the rural hinterland of the municipality. The spatial development pattern of the municipality will have to be addressed.
- 53% of the population of the municipality are women. Women are assumed to be acting as household heads in the absence of partners seeking employment in other urban centres. It is also accepted that these women are more disadvantaged in terms of resources. Strategies need to be developed in order to create security for women and their dependent children.
- Close to half of the population are children, placing

pressure on the need for educational and social facilities. Many of these children will be orphaned as a result of HIV/AIDS. At least 17% of the population is already infected with HIV. The severe impact on the need for health, social and welfare services over the next 20 years will have to be accommodated in the Municipalities strategy for service delivery.

- Income levels in eDumbe tend to be quite low with 69% of the population earning less than R800 a month. The traditional and rural areas are the most poverty stricken.
- The majority of the population relies on public transport facilities. This is primarily taxi based. The quality and efficiency of the public transport sector still needs attention.
- Although a large portion of the population has access to household electricity the low income levels in the municipality puts a severe restriction on the number of people actually using electricity as a primary means of energy. Electricity provision at schools and health facilities are especially critical. In the wake of the looming energy crises faced by this country it is vital that the Municipality adopts policy embracing the use of alternative energy sources for new residential and commercial development.

A.4. Key Opportunities For eDumbe Local Municipality

The eDumbe municipal area experiences low economic development and growth per annum but below mentioned are the areas of potential that can help the municipality grow and improve its economic development and growth.

- eDumbe is a gateway to KwaZulu Natal Province and it is a shorter route from Mpumalanga Province to Durban or Pietermaritzburg. In that sense it can attract as many tourists who are exploring KZN as possible.
- Its tourist attraction is highly on cultural tourism with many heritage sites including the Residence and the Grave of Mkabayi kaJama of the Zulu Nation at kwaGamakazi and the Voortrekker Park at Paulpietersburg. eDumbe can be a tourist destination based on the Zulu Heritage Route which is supported by the Zululand District.
- It is also rich in eco-tourism, with the existence of Ithala Game Reserve, Pongola Bush Nature Reserve and Natal Spa Hot Spring and Leisure Resort.
- Other tourism opportunities that have been identified include but not limited to: Hot Water Springs; Battlefields Route; Historical Buildings; Fishing Resorts; Game Farms; Engodini Crater; Traditional Areas; 4X4 Trails, and Paragliding.
- eDumbe has vast mining opportunities with natural resources which can create better socio-economic

environment for the people of eDumbe. There are five Mines within the eDumbe area which are currently closed down with remainders of natural resources mainly coal.

- Ubivane Dam which is also known as Paris Dam is currently underutilized as it has the potential to stimulate economic growth through development of Holiday Resorts, Conference Centres, Hot Water Springs and so forth.
- eDumbe is known for being the home and headquarters of the international recognized brands such as Valpre Water and Ignite Charcoal.

A.5. Vision, Mission and Core Values

5.1 Vision

“By 2030 eDumbe will be a liveable, economically progressive municipality and a gateway to KwaZulu-Natal.”

5.2 Mission

“eDumbe Municipality seeks to create a healthy, safe environment with economically active communities through promotion of sustainable infrastructure development while unlocking agricultural and tourism potential.”

5.3 Core Values

The eDumbe Municipality aims to achieve its primary function and justify its existence as a Local Municipality by prescribing to the following core values:

- **Transparency, Openness and Fairness:** Maximise public participation to involve all stakeholders in municipal decision making processes to ensure fairness and equity
- **Honesty:** need to act in good faith at all times

- **Integrity:** act in good faith displaying respect and always deliver on promises
- **Dignity:** service delivery that is rendered in a dignified manner in respect to human character
- **Effectiveness & Efficiency:** rendering services that addresses the need of the people

A.6. Summary of 5 Year Strategic Plan

Table 2: Summary of 5 year strategic plan

Key Performance Area: Local Economic Development	
Strategic Focus Area	Objectives
1. Job Creation	Enhance Industrial Development through Trade & Investment
	Expansion of Government-led Job Creation Programmes
	Promoting SMME, Entrepreneurial and Youth Development
	Enhance the Knowledge Economy
2. Fighting Poverty	To Alleviate poverty
3. Natural Resources	Unleashing Mining Potential
	Unleashing Agricultural Potential
	To promote sustainability & ensure protection of municipal natural resources and heritage sites
4. Tourism & Marketing	To market the municipality and its opportunities that it offers
5. Informal economy	To formalise the informal economy/sector

Key Performance Area : Service Delivery & Basic Infrastructure Development

Strategic Focus Area	Objectives
1. Roads	Improve accessibility in all wards
	Refurbish existing Roads in rural & urban areas
2. Electricity	To improve the current electrical network
3. Sustainable Human Settlements	To provide Sustainable Human Settlements to people of eDumbe
4. Refuse Removal (solid waste)	To facilitate the effective and efficient removal of solid waste
5. Cemeteries	To ensure that there is sufficient burial space and that cemeteries are well kept
6. Community Facilities	To ensure the community is well equipped with services and facilities

Key Performance Area: Financial Viability & Management

Strategic Focus Area	Objectives
1. Revenue	To improve revenue collection
2. Expenditure	To ensure compliance of the MFMA in terms of section 65 & be a debt free municipality
3. SCM	To ensure compliance of chapter 11 of MFMA
4. Asset Management	To have a complete & effective asset register

Key Performance Area: *Municipal Transformation and Institutional Development*

Strategic Focus Area	Objectives
1. Municipal Policies	To ensure that the municipality has in place all the relevant prescribed policies, strategies and by-laws
2. Capacity building & Skills development	To ensure that staff as well as councillors are exposed to capacity building initiatives
3. Performance Management	To establish a Performance Management unit
4. Vacant posts	Ensure critical posts are filled
5. Employment equity	To ensure that the municipality is compliant with labour laws
6. Municipal Website	To have a website that is easily accessible and informative
7. Record Management	To have a fully functional and effective record system
8. MTAS	To have a MTAS that addresses the municipality's critical issues

Key Performance Area : *Good Governance and Community Participation*

Strategic Focus Area	Objectives
1. Fraud and Corruption	Eradicate fraud and corruption
2. Communication and relationship building	Strengthen & Improve Communication & relations internally and externally (including IGR)
3. Customer care and satisfaction	Improve current customer satisfaction
4. Government & Admin meetings	To ensure that all municipal statutory bodies are fully operational, functional & effective
5. IDP	Promote integrated development planning
1. Poverty, Social Welfare & food security	Safeguard sustainable livelihoods and food security To alleviate poverty
2. Health care	Enhancing health of communities and citizens
3. Public Safety & Security	Enhancing public safety and security
4. Special Groups	Promote youth, disabled, elderly & women
5. HIV/AIDS	To reduce the impact of HIV/AIDS
6. Sport development	To promote sports development
7. Arts and culture	To promote arts & culture

Key Performance Area : <i>Spatial Development and Environment Planning</i>	
Strategic Focus Area	Objectives
1. LUMS	To promote harmonious & co-ordinated land uses to achieve sustainable environment
2. SDF	To ensure effective management of current and desirable land uses
3. Land Reform	To ensure that the process of land reform is fast tracked
	To ensure that the land re-institution programme is of an advantage to the beneficiaries
4. GIS	To establish a GIS Unit within the municipality
	To ensure that all GIS data is accessible and readily available to the municipal departments in a sustainable manner
5. Energy Usage	Promote usage of alternate energy sources
6. Land usage	Ensure sustainable usage of land
7. Disaster Management	A disaster man. Plan that is responsive

A.7. List of Projects with Budgeted Figures for 2013/2014

Table 3: 2013/2014 Projects with Budgeted Figures

No.	Project Type	Ward No.	Amount (R)	Source of Funding
1.	Regional Water Supply	Simdlangentsha West	To be confirmed	Zululand District Municipality
2.	Rudimentary Scheme	Simdlangentsha West	To be confirmed	
3.	Sanitation	Simdlangentsha West	To be confirmed	
4.	Myayiza Causeway	8	R1 800 000.00	MIG Funding R15 230 400.00
5.	Paulpietersburg Dump site	4	R1 500 000.00	
6.	Ward 7 Causeway	7	R1 700 000.00	
7.	Bilanyoni Roads	4	R1 251 000.00	
8.	KwaFilimoni Stadium	6	R1 700 000.00	
9.	Tholakele Combi Court	5	R1 200 000.00	
10.	Paulpietersburg Town Roads	3	R1 500 000.00	
11.	Madelakufa Roads	3	R1 200 000.00	
12.	High Mast Poles (Electricity)	3	R1 400 000.00	
13.	eDumbe Graveyard	3	R1 5790 400.00	
14.	Tourism Office Fence	3	R400 000.00	
15.	LED Projects	R600 000	All	Municipal Funds R8 110 000.00
16.	Tourism Projects	R300 000	All	
17.	Zoning of Land	R1 000 000	All	
18.	Operation Clean Audit	R 650 000.00	All	
19.	Career Exhibition	R 150 000.00	All	
20.	Library Outreach Programme	R 5 000.00	3	
21.	Public Safety	R 140 000.00	All	
22.	HIV/AIDS and Operation Sukuma Sakhe	R 350 000.00	All	
23.	Social Cohesion	R 415 000.00	All	
24.	Special Programmes	R 305 000.00	All	
25.	Youth and Sports Development	R 1 155 000.00	All	
26.	Mayoral Special Projects	R 480 000.00	All	

A.8. IDP Process Plan

8.1 The Integrated Development Planning Review Process

The Integrated Development Planning process is a continuous cycle of planning, implementation, formulation and review. All municipalities are expected to formulate their Integrated Development Plans (IDP) and be reviewed annually (financial year).

The eDumbe Municipality is now engaging in 2013/14 IDP Review Process. The IDP implementation programme is monitored to identify if the Organizational objectives, Key Performance Indicators and Targets are being achieved. Monitoring also involves gathering of information on changing circumstances in different situations such as:

- Baseline data and demographics,
- New policy legislation,
- Corporate development,
- Sector departments,
- New investments opportunities,
- Sector development plans,
- Changes in the existing situation due to unexpected events such as natural disasters,
- Input from stakeholder organizations and constituencies,
- Budget information from other spheres of government as well as municipal budget review process,

- More or improved in-depth information about new developments and trends.

This kind of information is normally kept by the Municipal Manager or designated official throughout the year and is evaluated during the IDP review process of its relevance to the review process.

8.2 Preparing for the IDP Review / Compilation

The Municipal Systems Act requires that each municipality, before the drafting of the IDP, prepare a process plan indicating:

- Roles and Responsibilities and responsible persons
- A description of the organizational arrangements to be established including the terms of reference,
- An action programme with activities and horizontal alignment, binding legislation and planning requirements and the cost estimates for the whole review process,
- Mechanisms and procedures for public participation.

1.3 Legal Context

The preparation of an IDP Process Plan for the annual review is referred to in Chapter 5, Section 28 of the Municipal Systems Act, Act 32 of 2000 as follows:

Adoption of a process-

- (1) *Each municipal council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting and adoption and review of its integrated development plan.*
- (2) *The municipality must through appropriate mechanisms, processes and procedures established in terms of Chapter 4, consult the local community before adopting the process*
- (3) *A municipality must give notice to the local community of particulars of the process it intends to follow.*

In order to ensure certain minimum quality standards of the IDP Review process, and a proper coordination between and within spheres of government, the preparation of the Process Plan has been regulated in the MSA. The preparation of a Process Plan, which is in essence the IDP Review Process set in writing, requires adoption by Council. This plan has to include the following:

- A programme specifying the time frames for the different planning steps;

- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities, and other role players in the IDP drafting process;
- An indication of the organisational arrangements for the IDP process;
- Binding plans and planning requirements, i.e. policy and legislation; and Mechanisms and procedures for vertical and horizontal alignment.

The alignment of IDP and preparation of Annual Budget is regulated in terms of Chapter 4 Section 21 of Municipal Finance Management Act 56 of 2003, therefore it's very crucial that the IDP and Budget are linked as per the legislative requirement.

8.3 ACTION PROGRAMME AND TIMEFRAMES

The methodology to be followed in the IDP process is as follows:

Table 4: IDP, Budget preparation and PMS Action Plan

Financial cycle		Activities	Date	Responsible official
1st Quarter: Analysis Phase	July	Start of budget preparations and IDP.	On-going	IDPO/CFO
		Submission of Draft Process Plan to CoGTA	30 July 2012	IDPO
	August	SDF Review (1) Project Inception	01 August 2012 – 14 August 2012	CoGTA, e-Plan and Director: Planning
		SDF Review • Credible Status Quo	14 August 2012 – 11 September	CoGTA, e-Plan and Director: Planning
		IDP Steering Committee ▪ Process plan; and ▪ Performance Management System.	14 August 2012	IDPO/PMSS
		PLED Forum	16 August 2012	ZDM
		Special Council meeting Council consider, adopt and approve the Process Plan Submission of the Annual Financial Statements to Council for approval	30 August 2012	MM
		Planning Indaba/MEC Panel Feedback	31 August 2012	CoGTA
		Submission of the Annual Financial Statements to Auditor General.	31 August 2012	CFO and MM
		Submission of Final Process Plan to DTLGTA	31 August 2012	IDPO
		PLED Forum	31 August 2012	ZDM
	September	SDF Review • Synthesis of Issues and Vision Document	11 September 2012 – 9 October 2012	CoGTA, e-Plan and Director: Planning
		IDP Steering Committee Meeting ▪ Revision of objectives, strategies and projects ▪ (Prepare for IDP Rep Forum)	19 September 2012	IDPO
		Growth and Development Forum (District Strategic Workshop)	19-21 September 2012	ZDM
		1st IDP Rep Forum (Closed Session) • IDP Process Plan • Project Status Update • MEC Feedback on 2012/2013 IDP • Development Strategies	26 September 2012	All

2 nd Quarter: Consultation Phase		SDF Steering Committee Meeting	27 September 2012	CoGTA, e-Plan and Director: Planning
		PLED Forum	28 September 2012	ZDM
		Chief Financial Officer of municipality determine revenue projections and proposed rate and service charges and drafts initial allocations to functions and departments for the next financial year after taking into account strategic objectives	30 September 2012	CFO
	Financial cycle	Activities	Date	Responsible official
	October	SDF Review Draft SDF Document	9 October 2012 – 4 December 2012	CoGTA, e-Plan and Director: Planning
		IDP Steering Committee Meeting (STRAT PLAN) Performance Management system (KPAs, KPIs and targets)	3-5 October 2012	PMSS/All
		S 57 Managers Quarterly Performance Assessments; and (First performance quarterly report.)	15 October 2012	MM
		PLED Forum	19 October 2012	ZDM
	November	IDP and Budget Road shows	29 October 2012 – 9 November 2012	Mayor and CS
		IDP Steering Committee Meeting (Registration of New Projects into IDP)	15 November 2012	IDPO
		2nd IDP Representative Forum (Public) 1st quarter report; - Objectives, strategies and projects; - Sector plans; - Submission of new projects (capital) (Presentation by sector dept's. and service providers) - Status of current projects	22 November 2012	All
		Review of SDF Achieving Support for the SDF	04 December 2012 – 22 January 2013	CoGTA, e-Plan and Director: Planning
		IDP Best Practice Conference	06 December 2012	IDPO
		Departmental heads to finalise detailed estimates of capital and operational expenditure and income and submit to Budget and Treasury Office	14 December 2012	All

	December	Chief Financial Officer does initial review of national policies and budget plans and potential price increases of bulk resources with function and department officials MFMA s 35, 36, 42; MTBPS	30 December 2012	CFO
		Submission of Draft Annual Report by MM to Mayor	30 December 2012	CFO/MM/Mayor
Financial cycle		Activities	Date	Responsible official
3rd Quarter : Drafting Phase	January	S 57 Managers Quarterly Performance Assessments (Second performance quarterly report)	15 January 2013	MM
		IDP Steering Committee Meeting	21 January 2013	IDPO
		SDF Review Finalisation and Approval	22 January 2013 – 19 February 2013	CoGTA, e-Plan and Director: Planning
		Accounting officer, Chief Financial Officer and senior officials consolidate and prepare proposed budget and plans for next financial year taking into account previous year's performance as per audited financial statements	31 January 2013	MANCO
		Chief Financial Officer combines various departmental estimates and calculates total income and expenditure of the municipality.		
		Chief Financial Officer reviews proposed national and provincial allocations to municipality for incorporation into the draft budget for tabling. (Proposed national and provincial allocations for three years must be available by 20 January)	31 January 2013	CFO
		Special Council Meeting Submission of Auditor General's report to Council for consideration. Annual report and Action Plan tabled to Council. Make public annual report and invite local community to submit representations in connection with the annual report. Submission of mid-year assessment report and budget	31 January 2013	MM Mayor MM
		Submit the annual report to the Auditor General, the KZN provincial treasury and provincial departments relevant to local government.	11 February 2013	MM

February	Meeting with CoGTA: IDP Submission and Assessment Process	14 February 2013	IDPM
	IDP SC Meeting (Budget structure and submission for consideration)	18 February 2013	CFO/ IDPO
	SDF Review Implementation, Monitoring and Evaluation	19 February 2013 – 28 February 2013	CoGTA, e-Plan and Director: Planning
	Accounting officer finalises and submits to Mayor proposed budgets and plans for next three-year budgets taking into account the recent mid-year review and any corrective measures proposed as part of the oversight report for the previous years audited financial statements and annual report Chief Financial Officer to notify relevant municipalities of projected allocations for next three budget years 120 days prior to start of budget year MFMA s 37(2)	27 February 2013 27 February 2013	CFO CFO
	SDF Review Close Out	28 February 2013	CoGTA, e-Plan and Director: Planning
March	3rd IDP Rep Forum (Closed) 2nd quarter report; - Sector plans; - Submission of new projects (capital) (Presentation by sector dept's. and service providers) - Recommend to Council the approval of the IDP draft document. - Status of current projects	20 March 2013	All
	Special Council Meeting Draft budget and revised IDP are tabled together in council for consideration.	28 March 2013	Mayor
	Council Adopt Draft IDP / Budget		CFO & IDPO
	Draft budget and revised IDP together with all related documents to be posted onto the municipal website so that the budget is accessible to the public.	28 March 2013	BTO and MM IDPM
	Publish Draft IDP/Budget for comments (21 days) Hard copies of IDP/Budget to be made available to the Public	28 March 2013	IDPO
	Submission of Draft 2012/2013 Reviewed IDP	29 March 2013	IDPO

Financial cycle	Activities	Date	Responsible official
4th Quarter : Final Adoption Phase	Hard Copies of IDP/Budget submitted to the foll: National Treasury Provincial Treasury Zululand District Municipality	01 April – 30 April 2012	IDPO and CFO
	- Publicise an Annual Report with oversight report. - Submit an Annual Report with oversight report to Provincial Legislature/MEC of Local Government	08 April 2013	CS
	IDP Assessment / Engagement Meeting with DLGTA	8-11 April 2013	CoGTA
	Draft IDP Feedback Assessment	12 April 2013	CoGTA
	S 57 Managers Quarterly Performance Assessments (Third quarterly report)	12 April 2013	MM
	IDP and Budget Roadshows	15-26 April 2013	CS
	IDP Steering Committee 3rd quarter report; - Draft budget 2012/13; and - Consider comments from DLGTA assessment	18 April 2013	IDPO
	Due date for budget written comments Consultation with national and provincial treasuries and finalise sector plans for water, sanitation, electricity etc MFMA s 21. Accounting officer assists the Mayor in revising budget documentation in accordance with consultative processes and taking into account the results from the third quarterly review of the current year	30 April 2013	Mayor/MM
		30 April 2013	Mayor/MM
	Council to consider all the submissions and representations received during its hearing process.	30 April 2013	CS
	Update IDP projects based on final DORA allocations and Public Consultation Complete financial plan (Draft SDBIP)	01 May 2013	IDPO and CFO
	IDP Steering Committee - Prepare for IDP Rep Forum - Finalise IDP and Budget	08 May 2013	All
	IDP Representative Forum 2013/2014 Budget Overview 2013/2014 MIG Projects - Finalisation of Sector Department Projects - Status of current projects - Recommend to Council Adoption of Final IDP and Budget	16 May 2013	IDP MM Mayor

		Council Meeting Final 2013/2014 IDP is tabled in council for consideration. Council Adopt Final IDP & Budget Council Consider Adoption of Final IDP & Budget for 2013 / 2014	31 May 2013	CFO
	June/July	-Advertise Final IDP and advertise on Municipal Website -Submit Final IDP to CoGTA	10 June 2013	IDP,/ITM
		Council must finalise a system of delegations. MFMA s 59, 79, 82; MSA s 59-65 Submit adopted Budget and Budget return forms to - National Treasury; - Provincial Treasury	29 June 2013	IDPM
		Submission of Final 2012/2013 Reviewed IDP (Can be submitted before this date)	10 July 2013	IDPM
		S 57 Managers Quarterly Performance Assessments (Fourth performance quarterly report)	13 July 2013	MM
		Signing of Performance Agreements and Performance Plans	31 July 2012	MM

8.4. COST ESTIMATES

The municipality has estimated a cost of R240 000.00 that will be incurred for the IDP Review Process. We appreciate a support grant of R200, 000.00 that we received from the Department of Corporate Governance and Traditional Affairs used for public participation. It is imperative to note that the 2013/2014 IDP review was done in-house.

Table 5: Cost Estimates for IDP review activities

Phases and Activities	Estimated Budget
Phase 1: Preparing for New IDP	R60, 000.00
Phase 2: Gathering of Information	R50, 000.00
Phase 3: Assessment and Evaluation of Information	R50, 000.00
Phase 4: Revision of Existing IDP	R50, 000.00
Phase 5: Adoption of Revised IDP	R30, 000.00
Total	R240, 000.00

A.9. Performance Management System

9.1. The process of managing performance

The annual process of managing performance at organisational level in the Municipality involves the steps as set out below:

1. Performance Planning
- ↓
2. Performance Monitoring
- ↓
3. Performance Measurement
- ↓
4. Performance Analysis
- ↓
5. Performance Reporting
- ↓
6. Performance Review

9.2 Organisational & Department Scorecard

Performance management can be applied to various levels within any organisation. The legislative framework provides for performance management at various levels in a municipality including organisational (sometime also referred to as municipal, corporate or strategic) level, departmental (also referred to as services, operational or section/team level) and lastly, individual level.

At organisational level the five-year IDP of a municipality forms the basis for performance management, whilst at operational level the annual SDBIP forms the basis. The IDP is a long-term plan and by its nature the performance measures associated with it will have a long-term focus, measuring whether a municipality is achieving its IDP objectives. A SDBIP (both for the municipality as a whole and that of a department) is more short-term in nature and the measures set in terms of the SDBIP, reviewing the progress made with implementing the current budget and achieving annual service delivery targets.

The measures set for the Municipality at organisational level is captured in an organisational scorecard structured in terms of the preferred performance management model of the Municipality. The measures at departmental level are captured in the SDBIPs of the various Departments of the Municipality.

By cascading performance measures from organisational to departmental level, both the IDP and the SDBIP, forms the link to individual performance management. This ensures that performance management at the various levels relate to one another, which is a requirement of the 2001 Municipal Planning and Performance Regulations. The MFMA specifically requires that the annual performance agreements of managers must be linked to the SDBIP of a municipality and the measurable performance objectives approved with the budget.

B. PLANNING AND DEVELOPMENT PRINCIPLES & GOVERNMENT POLICIES AND IMPERATIVES

B.1. Planning and Development Principles

1.1. What is an Integrated Development Plan (IDP)?

An IDP can be defined as a product of integrated development planning. It is considered to be a strategic tool used to guide and inform all development, decision-making, planning and management processes within a municipality. Once developed, it is regarded as a plan that supersedes all others within a municipality because it is a direct reflection of a municipality.

1.2. Legal and Policy Environment

In the context IDP's, there are a number of national and provincial laws and strategies that are relevant. While some of these laws have broad application, many can be grouped sectorally i.e. planning and development related, environmental and agricultural.

In addition, guidelines have also been prepared by various authorities to assist decision makers with the interpretation of the legislation, in order to meet their legal responsibility of complying with the respective laws.

This section of the report highlights the (1) national and provincial legislation and (2) guidelines that are important for the spatial development component of IDPs.

1.2.1 The Municipal Systems Act, 2000 (Act No. 32 of 2000) (MSA)

The key legislation in terms of the preparation of IDPs is the **Municipal Systems Act (Act 32 of 2000) (MSA)**. Section 26 of the MSA compels all municipalities to prepare an Integrated Development Plan (IDP) as the primary and overriding management tool. In terms of Section 26 of the MSA, some of the core components that an integrated development plan must reflect are:

- ❖ The municipal council's vision for the long term development of the municipality.
- ❖ An assessment of the existing level of development in the municipality, which must include an identification

of communities which do not have access to basic municipal services.

- ❖ The council's development priorities and objectives, including its local economic development aims and its internal transformation needs.
- ❖ The council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation.
- ❖ A Spatial Development Framework which must include the provision of basic guidelines for a land use management system for the municipality.
- ❖ Key performance indicators and targets determined through an organizational performance system based on the priorities identified in the IDP

Chapter 5 of the MSA gives guidance as to the preparation of IDPs by Municipalities. This is a strategic plan for the municipality which aligns the development goals of the municipality with the financial resources that the municipality has. As part of the IDP, the municipality should assess the levels of existing development, formulate strategies for development and align its strategies with the financial plan of the Municipality. The MSA provides that the planning undertaken by a municipality must be aligned with, and complement, the development plans and strategies of other affected municipalities and other organs of state so as to give effect to the principles of co-operative government contained in section 41 of the Constitution.

Another very important piece of legislation pertaining to development, *per se*, is the **Development Facilitation Act (DFA), No. 67 of 1995**. The DFA contains general principles for land development and decision making. Some of these principles, as contained in section 3 of the Act, are summarized at overleaf.

1. Provision should be made for urban and rural land development – including the development of formal and informal, existing and new settlements.
2. Illegal occupation of land should be discouraged.
3. Land development should take place effectively and in an integrated manner by:
 - a. Integrating social, economic, institutional, environmental and spatial aspects of land development.
 - b. Developing urban and rural areas in support of each other.
 - c. Providing areas of residence and job opportunities close together or integrated with each other.
 - d. Optimize the use of existing resources.
 - e. Permitting and encouraging diverse land uses.
 - f. Rectifying the distorted spatial patterns of the past.
 - g. Compaction of towns to discourage urban sprawl.
 - h. Ensuring a sustainable natural environment.
 - i. Promote conditions under which economic activities can flourish.
 - j. Create opportunities for small business at places of high accessibility and economic agglomeration.
 - k. Provide the basics for survival to all existing settlement and focus on places with economic

potential to provide a higher level and wider range of services or facilities.

4. Development within an area should take place within the limited resources, financial, institutional and physical of the area in order to create a viable community and to protect the natural environment to enable economic growth.

1.2.2.National Spatial Development Perspective (NSDP)

The Policy Co-ordination and Advisory Services (PCAS) in the Presidency produced a National Spatial Development Perspective (NSDP) that was endorsed by Cabinet in March 2003.

Ultimately, all government programmes and activities find expression in space. The spatial dispensation and the nature of the space economy of a country/region have important implications for meeting the social, economic and environmental objectives of a government. For instance, in cases where human settlements are scattered and fragmented over vast distances, servicing becomes expensive, both in terms of initial capital investment and subsequent maintenance. On the other hand, well connected settlements, with sufficient densities to enable better public transport, are far more conducive to spatial targeting of investment in nodes

along such routes to facilitate the creation of jobs that are accessible to all.

The NSDP puts forward a set of five normative principles:

Principle 1:

Rapid economic growth that is sustained and inclusive is a prerequisite for the achievement of other policy objectives, among which poverty alleviation is key.

Principle 2:

Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health and educational facilities) wherever they reside.

Principle 3:

Beyond the constitutional obligation identified in Principle 2 above, government spending on fixed investment should be focused on localities of economic growth and/or economic potential, in order to gear up private-sector investment, stimulate sustainable economic activities and create long-term employment opportunities.

Principle 4:

Efforts to address past and current social inequalities should focus on people, not places. In localities where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital

investment beyond basic services to exploit the potential of those localities. In localities with low demonstrated economic potential, government should, beyond the provision of basic services, concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes. It should also reduce migration costs by providing labour-market intelligence to give people better information, opportunities and capabilities, to enable them to gravitate - if they choose to - to localities that are more likely to provide sustainable employment and economic opportunities.

Principle 5:

In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa and the SADC region to create regional gateways to the global economy.

In areas of low or no economic potential, the path of development and poverty reduction should be through a focus on investment in human capital development (education, training, social welfare, sound rural development planning, aggressive land and agrarian

reform and the expansion of agricultural extension services, etc.).

The NSDP supports the view that states that poverty is prevalent in some areas because “economic and social dynamism is at such low ebb in those areas and is unlikely to improve under any feasible scenario of intervention by government or donors”. It is more beneficial to engage in activities such as education and healthcare, etc. that provide “valuable momentum to increasing human capital, knowledge and the capability of individuals to make decisions from a broader set of alternatives”.

From a spatial point of view, studies have shown that the impact on poverty depends crucially on the proximity of poor households to centres of economic activity and the extent to which these households are connected to such economic activities.

The approach adopted by the NSDP is, in part, informed by international case studies that show that:

- Unfocused infrastructure spending does not necessarily result in improved GDP growth;
- Unfocused human resource development does not improve GDP growth;
- Regions that already have some economic success are more likely to grow than other regions, because successful regions have individuals, firms and industries with the ability to learn;

- Successful learning occurs when institutions and incentives work and when institutions are locally specific;
- Success is often achieved through focused and polarised investment; and
- Redirecting public investment from economically dominant regions to lagging regions has not automatically spurred economic activity in lagging regions.

A key finding of the NSDP is that localities of higher growth also include a large number of the poor and therefore both policy objectives of promoting economic growth and of poverty alleviation operate largely in the same spaces. This trend will continue to be reinforced by the lure of work opportunities to areas with economic potential. The NSDP is unequivocal about suggesting that economic growth and poverty alleviation should be focused on people (that is, follow the trends) and not on places that have become poverty traps for many of the poor (that is, we cannot expect to bring about social equality through spatial equality).

International comparative research has firmly established that no factor correlates dynamic growth with equity and strongly as human capital development. Remedying the plight of persons who are stuck in poverty traps in areas with low prospects for sustaining livelihoods in the foreseeable future, may well be better served by forceful effects directed at human capital development and

greater social support (education, skills acquisition, welfare, labour-market intelligence, land reform and agricultural extension service to sustain livelihoods).

In terms of poverty eradication the NSDP is underpinned by the following assumptions:

- Location is critical for the poor to exploit opportunities for growth;
- The poor, who are concentrated around vibrant and active junction points or activity corridors, have greater opportunity to gain from higher rates of economic growth and to improve their welfare;
- Areas of demonstrated economic potential give greater protection to the poor against adverse effects of economic shock because of greater opportunities to diversify income sources;
- Areas with demonstrated economic potential are the most favourable for overcoming poverty;
- Migration studies conclusively prove that the poor are making rational choices about locating to areas of employment and economic opportunities; however
- Government must ensure that policies and programmes are in place to ensure the poor are able to benefit fully from growth and development opportunities in such areas.

In opting for sustainable development, spatial interventions and impacts have to be designed and monitored for the broader economy and human settlements, for specific sectors in the economy (e.g. water and energy consumption, air pollution and waste

management, brick making, etc) and at household level (e.g. exploring renewable energy alternatives, reducing and re-using waste, and efficient public transport use).

The NSDP places a lot of emphasis on the presence of institutional capacity to realize the developmental impact of any given area or identified resource that has developmental potential. As such, it distinguishes between the following categories of potential: (1) innovation and experimentation, (2) the production of high-value differentiated goods, (3) labour intensive mass-production, (4) public service and administration, (5) tourism and (6) commercial services and retail.

1.2.3. The New Growth Path: The Framework

There is growing consensus that creating decent work, reducing inequality and defeating poverty can only happen through a new growth path founded on a restructuring of the South African economy to improve its performance in terms of labour absorption as well as the composition and rate of growth. The Government is committed to forging such a consensus and leading the way by

1. Identifying areas where employment creation is possible on a large scale as a result of substantial changes in conditions in South Africa and globally.
2. Developing a policy package to facilitate employment creation in these areas, above all through:

- a. A comprehensive drive to enhance both social equity and competitiveness;
- b. Systemic changes to mobilise domestic investment around activities that can create sustainable employment; and
- c. Strong social dialogue to focus all stakeholders on encouraging growth in employment-creating activities.

In essence, the aim is to target our limited capital and capacity at activities that maximise the creation of decent work opportunities. To that end, we must use both macro and micro economic policies to create a favourable overall environment and to support more labour-absorbing activities. The main indicators of success will be jobs (the number and quality of jobs created), growth (the rate, labour intensity and composition of economic growth), equity (lower income inequality and poverty) and environmental outcomes.

The state must coordinate its efforts around core priorities rather than dispersing them across numerous efforts, however worthwhile, that do not contribute to a sustained expansion in economic opportunities for our people. These are the core characteristics of a developmental state.

The requisite policy stability and coherence will be supported by effective social dialogue that helps establish a broad consensus on long-run policy goals and a vision

for the country, and facilitates the necessary tradeoffs and sacrifices by ensuring a visibly fair distribution of the benefits from growth. Engagement with stakeholder representatives on policy, planning and implementation at national, sectoral and local levels is central to achieving coherent and effective strategies that are realised without endless debates and delays. That, in turn, means government must both strengthen its own capacity for engagement and leadership, and re-design delivery systems to include stakeholders meaningfully.

The growth path therefore proposes strategies:

- To deepen the domestic and regional market by growing employment, increasing incomes and undertaking other measures to improve equity and income distribution, and
- To widen the market for South African goods and services through a stronger focus on exports to the region and other rapidly growing economies.

The measures in the New Growth Path, taken together, constitute a key means to address the income inequalities in our society. They place decent work (more and better jobs) at the centre of the fight against inequality but also include measures such as skills enhancement, small enterprise development, wage and productivity gain-sharing policies, addressing the excessive pay gap between top and bottom, progressive

taxation and support for the social wage, meaning public services targeted primarily at low-income households.

The connection between economic and social measures needs to be further strengthened. In addition to their important social goals, basic and secondary education plays a critical role in long-run equality, access to employment and competitiveness. So does investment in health, including effective measures to address HIV/AIDS. Government has prioritised health and education investment and delivery. While the detailed measures are not spelt out in the New Growth Path, these services are critical success factors for this employment-rich strategy.

Jobs Drivers

If we can grow employment by five million jobs by 2020 (around three million more than the anticipated growth if we extrapolated from 2002 to 2009), over half of all working-age South Africans would have paid employment and narrow unemployment would drop by 10 percentage points from 25% currently to around 15%.

The jobs drivers we have identified are:

1. Substantial public investment in infrastructure both to create employment directly, in construction, operation and maintenance as well as the production of inputs,

and indirectly by improving efficiency across the economy.

2. Targeting more labour-absorbing activities across the main economic sectors – the agricultural and mining value chains, manufacturing and services.
3. Taking advantage of new opportunities in the knowledge and green economies.
4. Leveraging social capital in the social economy and the public services.
5. Fostering rural development and regional integration.

In each of these areas, we will have to make a special effort to generate opportunities for young people, who face the highest unemployment rate.

As a first step, we will prioritise efforts to support employment creation in the following key sectors:

- infrastructure
- the agricultural value chain
- the mining value chain
- the green economy
- manufacturing sectors, which are included in IPAP2, and
- tourism and certain high-level services

Jobs Driver 1: Infrastructure

Public investment can create 250 000 jobs a year in energy, transport, water and communications infrastructure and in housing, through to 2015. The jobs are in four activities: construction of new infrastructure;

operation of the new facilities; expanded maintenance; and the manufacture of components for the infrastructure programme. In addition to these four activities, the impact of the massive infrastructure programme on job creation across the economy (the “multiplier effect”) will be substantial.

Jobs Driver 2: Main economic sectors

The New Growth Path targets opportunities for 300 000 households in agricultural smallholder schemes plus 145 000 jobs in agro-processing by 2020, while there is potential to upgrade conditions for 660 000 farm workers. Initial projections by the Industrial Development Corporation (IDC) suggest that mining can add 140 000 additional jobs by 2020, and 200 000 by 2030, not counting the downstream and side-stream effects. Much of manufacturing is included under other jobs drivers, but IPAP2 targets 350 000 jobs by 2020 in the industries not covered elsewhere. High level services can create over 250 000 jobs directly just in tourism and business services, with many more possible in the cultural industries.

The New Growth Path sets out a range of practical measures at sectoral level to achieve the above employment targets, with the following core strategies:

- Restructuring land reform to support smallholder schemes with comprehensive support around infrastructure, marketing, finance, extension services, etc.; upgrading employment in commercial agriculture especially through improved worker voice; measures to support growth in commercial farming and to help address price fluctuations in maize and wheat while supporting national food security; acceleration of land claims processes and better support to new farmers following land-claims settlements; programmes to ensure competitive pricing of inputs, especially fertiliser; and support for fishing and aquaculture
- In tourism, strengthening measures to expand the tourism infrastructure and services, promote targeted marketing campaigns, manage costs, quality assurance and logistics, improve training and identify employment and entrepreneurial opportunities for the youth; in business services such as finance and communications, enhancing support measures to encourage diversification; and developing a comprehensive programme to support cultural industries. In addition, the conditions of vulnerable workers in the services will be addressed.

Jobs Driver 3: Seizing the potential of new economies

Technological innovation opens the opportunity for substantial employment creation. The New Growth Path targets 300 000 additional direct jobs by 2020 to green the economy, with 80 000 in manufacturing and the rest in construction, operations and maintenance of new

environmentally friendly infrastructure. The potential for job creation rises to well over 400 000 by 2030. Additional jobs will be created by expanding the existing public employment schemes to protect the environment, as well as in production of biofuels. The IRP2 targets for renewable energy open up major new opportunities for investment and employment in manufacturing new energy technologies as well as in construction.

In addition, the New Growth Path targets 100 000 new jobs by 2020 in the knowledge-intensive sectors of ICT, higher education, healthcare, mining-related technologies, pharmaceuticals and biotechnology.

The main strategies to achieve the above targets are:

- Comprehensive support for energy efficiency and renewable energy as required by the IRP2, including appropriate pricing policies, combined with programmes to encourage the local production of inputs, starting with solar water heaters;
- Public employment and recycling schemes geared to greening the economy;
- Stronger programmes, institutions and systems to diffuse new technologies to SMEs and households;
- Greater support for R&D and tertiary education linked to growth potential and developing South Africa as the higher education hub for the continent; and
- Continuing to reduce the cost of and improve access to broadband.

Jobs Driver 4: Investing in social capital and public services

The social economy includes myriad not-for-profit institutions that provide goods and services, including co-ops, non-governmental organizations (NGOs) and stokvels. If the sector grew in South Africa closer to international norms, we can anticipate 260 000 new employment opportunities. The public service can also generate 100 000 jobs in health, education and policing by 2020 even if it grows by only 1% a year, as well as substantial opportunities through public employment schemes. Significant steps are being taken to address the challenge of HIV/AIDS and these will impact on the size and shape of the public health infrastructure as well as improve the welfare and productivity of the workforce.

Achieving these targets requires comprehensive government support for social economy initiatives, including assistance with marketing, bookkeeping, technological and financial services and training, based in part on a stronger co-op support agency and possibly a training academy; the development of linkages within the social economy to encourage learning and mutual support; work with union and community investment companies to develop a Charter with commitments to job creation; and increasing state procurement from and

service delivery through organisations in the social economy.

Jobs Driver 5: Spatial development

While urbanization will continue, a significant share of the population will remain in rural areas, engaged in the rural economy. Government will step up its efforts to provide public infrastructure and housing in rural areas, both to lower the costs of economic activity and to foster sustainable communities. Rural Development Programmes can achieve a measurable improvement in livelihoods for 500 000 households, as well as stimulating employment in other sectors.

Enhancing rural employment requires finalisation of a spatial perspective that sets out the opportunities available and the choices that we must make in order to lay the basis for aligning government spending, infrastructure and housing investment and economic development initiatives. In addition, government must do more to support small-scale agriculture, including through community food gardens and marketing and service coops as well as accessible banking facilities.

The New Growth Path describes 10 required Policies for growth, decent work and equity, namely:

1. Active industrial policy
2. Rural development policy
3. Competition policy
4. Stepping up education and skills development
5. Enterprise development: promoting small business and entrepreneurship; eliminating unnecessary red-tape
6. Broad-based Black Economic Empowerment (BBBEE)
7. Labour policies
8. Technology policy
9. Developmental trade policies
10. Policies for African development

In the context of Jozini Municipal area and the Jozini Local Municipality, the following two Policies are considered important:

Rural development policy

The poorest regions of the country, with the highest unemployment rates and most vulnerable workers, are the former Bantustan and commercial farming areas. Areas considered rural today developed historically as impoverished labour reserves for the urban economy, and not as viable economic zones. Still, the agricultural value chain offers major opportunities in these areas for employment creation through smallholder schemes and

the processing and sale of agricultural products. Improvements in livelihoods for rural dwellers are possible by upgrading farmworkers' conditions and organisation and helping rural households increase production. Other jobs drivers, notably the public sector and social economy, tourism and infrastructure, can also contribute.

An effective rural development strategy geared to improving livelihoods and employment on a large scale must:

- Be rooted in a realistic understanding of the economic potential of different regions of the country, including the quality of land, water and proximity to markets; and
- Take into account long-term changes in settlement patterns with the end of apartheid residential laws.

Specific measures in these areas are proposed for rural development as a jobs driver.

Core considerations will be:

- Reprioritising budgets for housing and social services to address rural backlogs, which requires managing trade-offs and addressing gross inequalities in municipal revenues;
- Support for market and financial institutions, especially co-ops, that enable small producers to enter formal value chains and take advantage of economies of scale; and

- The identification of viable opportunities, including smallholder schemes that can improve livelihoods on a large scale, especially by building on regional synergies and clusters.

Stepping up education and skills development policy

Improvements in education and skill levels are a fundamental prerequisite for achieving many of the goals in this growth path. The growth path also requires a radical review of the training system to address shortfalls in artisanal and technical skills

Engineers: Target at least 30 000 additional engineers by 2014.

Artisans: Target at least 50 000 additional artisans by 2015.

Workplace skills: Improve skills in every job and target 1,2 million workers for certified on-the-job skills improvement Programmes annually from 2013.

Further education and training (FET) colleges have a central role in providing important middle-level skills for young people. An immediate goal is to expand enrolment at FET colleges, targeting a million students in FET colleges by 2014.

Information and communications technology (ICT) skills: The departments of education should ensure that computer skills are taught in all secondary schools and

form part of the standard adult basic education and training (ABET) curriculum by 2015.

Policy framework: Finalise the National Skills Development Strategy taking into account the needs emerging from the growth path.

Institutional Drivers

The New Growth Path recognizes the role of an effective, developmental state in achieving broad-based employment growth. This perspective raises at least three critical institutional issues: the role of the state, the market and key market players, and social mobilization and dialogue.

Institutional drivers outside the state

The main institutional drivers outside the state are business, organized Labour and other civil society actors.

Key to the implementation of the New Growth Path is the development of more constructive and collaborative relations between the state and business, where:

- Government commits to minimise unnecessary economic costs, such as unnecessary regulatory requirements and delays, inadequate infrastructure, weak education and training, and

- Business responds by supporting critical and innovative initiatives for a more inclusive and equitable economy, especially projects that can generate employment on a much larger scale, through investment, technical support and mentoring, and appropriate pricing policies.

Social dialogue and mobilization

This growth path requires that the state (a) facilitate national and workplace productivity accords, (b) support community organization, including through the Community Works Programmes and other delivery mechanisms that build community and collective action, and (c) strengthen existing institutions for social dialogue, including Nedlac, sectoral and local forums. This work must critically enhance information flows, ensure government is more responsive to economic needs and reduce the transaction costs for our partners

Implications for Provinces and Localities: The Spatial Dimensions of the Growth Path

Apartheid left South Africa with an extraordinary spatial divergence between the economic Centres of the country, linked to the metro areas, and the densely settled rural areas of the former Bantustans, which have very limited economic resources and investments. Within metros, too, there are vast disparities and spatial challenges, with townships located far from most

employment opportunities. A core task for the New Growth Path is to break with this legacy through a coherent approach to spatial development backed by strong investment in infrastructure and the identification of viable and sustainable opportunities for historically disadvantaged regions. Rural development will necessarily depend largely on links to the main urban areas. For instance, smallholder schemes in the Eastern Cape can produce for factories in Port Elizabeth or East London; tourism in Mpumalanga relies primarily on visitors from Gauteng.

Given the extraordinary differences in natural, economic and social conditions across our country, provinces and localities must adapt the broad drivers in the growth path to their circumstances. A spatial economic strategy will indicate how the jobs drivers affect different provinces, municipalities and rural areas, linking in to the rural development strategy and industrial policies.

1.2.4. “Breaking New Ground”: From Housing to Sustainable Human Settlements

Poverty is understood to involve three critical dimensions: *income*, *human capital* (services and opportunity) and *assets*. Housing primarily contributes towards the alleviation of asset poverty.

“Sustainable human settlements” refer to:

“well-managed entities in which economic growth and social development are in balance with the carrying capacity of the natural systems on which they depend for their existence and result in sustainable development, wealth creation, poverty alleviation and equity”.

The present and future inhabitants of sustainable human settlements, located both in urban and rural areas, live in a safe and a secure environment and have adequate access to economic opportunities, a mix of safe and secure housing and tenure types, reliable and affordable basic services, educational, entertainment and cultural activities and health, welfare and police services. Land utilization is well planned, managed and monitored to ensure the development of compact, mixed land-use, diverse, life-enhancing environments with maximum possibilities for pedestrian movement and transit via safe and efficient public transport in cases where motorized means of movement is imperative. Specific attention is paid to ensuring that low-income housing is provided in close proximity to areas of opportunity. Investment in a house becomes a crucial injection in the second economy, and a desirable asset that grows in value and acts as a generator and holder of wealth. Sustainable human settlements are supportive of the communities which reside their, thus contributing towards greater

social cohesion, social crime prevention, moral regeneration, support for national heritage, recognition and support of indigenous knowledge systems, and the ongoing extension of land rights.

In line with the NSDP and the Draft National Urban Strategy, the Department will enhance its contribution to spatial restructuring by:

Progressive Informal Settlement Eradication

Informal settlements must urgently be integrated into the broader urban fabric to overcome spatial, social and economic exclusion.

Promoting Densification and Integration

The new human settlements plan includes the following interventions:

Densification policy

Residential development permits

It is proposed that 20% of all residential development would constitute low cost to affordable housing and would be prescribed through the permit.

Fiscal incentives

The Department, in conjunction with Treasury and SARS, will investigate the development of fiscal incentives to promote the densification of targeted human settlements and whilst introducing disincentives to sprawl.

Enhancing Spatial Planning

Greater coordination and alignment of various planning instruments and economic policies lies at the heart of sustainable human settlements.

Enhancing the location of new housing projects

The new human settlements plan envisages the following interventions:

Accessing well-located state-owned and parastatals land
Acquisition of well-located private land for housing development

Funding for land acquisition

Fiscal incentives

The Department will engage with SARS and Treasury to investigate the introduction of fiscal incentives (and disincentives) to support the development of well-located land.

Supporting Urban Renewal and Inner City Regeneration

Urban renewal is a targeted intervention by government to resuscitate declining urban areas.

The new human settlements plan will support this by:

Encouraging Social (Medium-Density) Housing
Increasing effective demand

Developing social and economic infrastructure

There is a need to move away from a housing-only approach towards the more holistic development of human settlements, including the provision of social and economic infrastructure. The new human settlements plan proposes that:

Construction of social and economic infrastructure

A multipurpose cluster concept will be applied to incorporate the provision of primary municipal facilities such as parks, playgrounds, sport fields, crèches, community halls, taxi ranks, satellite police stations, municipal clinics and informal trading facilities.

New funding mechanism

A New funding mechanism be introduced to fund the development of the primary social/community facilities, which will focus on informal settlement upgrading projects, completed housing projects still lacking social facilities and new housing projects.

Municipal implementation

Municipalities will be the primary implementation agencies and will submit business plans for approval to Provincial Housing Departments.

Enhancing the Housing Product

There is a need to develop more appropriate settlement designs and housing products and to ensure appropriate housing quality in both the urban and rural environments.

The new human settlements plan accordingly proposes the following:

Enhancing settlement design

The Department will investigate the introduction of enhancing measures and incentives to include design professionals at planning and project design stages, and will develop design guidelines for designers and regulators to achieve sustainable and environmentally efficient settlements.

Enhancing housing design

Within the rural context, there is a need to make housing interventions more effective, to enhance the traditional technologies and indigenous knowledge which are being used to construct housing in rural areas and to improve shelter, services and tenure where these are priorities for the people living there.

Within the urban context, there is a need to focus on “changing the face” of the stereotypical “RDP” houses and settlements through promotion of alternative technology and design.

Addressing housing quality

1.2.5. Comprehensive Rural Development Programme (CRDP)

The National Department of Rural Development and Land Reform (DRDLR) has been given the mandate by the President of South Africa to develop a

Comprehensive Rural Development Programme (CRDP) throughout the country. To achieve this mandate the DRDLR embarked on developing a fresh approach to rural development. The CRDP is focused on enabling rural people to take control of their destiny, with the support from government, and thereby dealing effectively with rural poverty through the optimal use and management of natural resources. This will be achieved through a coordinated and integrated broad-based agrarian transformation as well as the strategic investment in economic and social infrastructure that will benefit the entire rural communities. The programme will be successful when it becomes apparent that “sustainable and vibrant rural communities” are succeeding throughout South Africa.

Below is a three pronged strategy to ensure that the Department achieves its objective (Agrarian transformation, Rural development and Land reform):

The Agrarian transformation includes, but is not limited to the following:

Increased production and the optimal and sustainable use of natural resources including land, grass, trees, water, natural gases, mineral resources etc;

livestock farming (cattle, sheep, goats, pigs, chickens, turkey, game, bees, fish, etc), including the related value chain processes;

cropping (grain, vegetables, fruit, spices, medicines, etc), including the related value chain processes;

the establishment and strengthening of rural livelihoods for vibrant local economic development;

the use of appropriate technology, modern approaches and indigenous knowledge systems; and

food security, dignity and an improved quality of life for each rural household.

Rural development includes, but is not limited to the following:

Improved economic infrastructure:

Roads, railways, ports;

shearing sheds;

dipping tanks;

milk parlours;

community gardens;

production/marketing stalls;

fencing for agricultural purposes;

storage warehouses;

distribution and transport networks;

electricity networks;

communication networks (land lines, cell phones, radio, television, etc);

irrigation schemes for small scale farmers;

water harvesting, water basin and water shed management systems (dams etc);

post office services and internet cafes;

rural shopping malls.

Improved social infrastructure:

Social mobilization to enable rural communities to take initiatives;

establish savings clubs and cooperatives for economic activities, wealth creation and the productive use of assets;

communal sanitation and ablution systems to improve health conditions;

access to resourced clinics;

sport and recreation facilities especially for women and youth development;

rural libraries to promote a reading culture;

rehabilitation and development of schools as Centres of excellence;

community halls and museums;

non-farming activities to strengthen rural livelihoods;

ABET Centres for capacity building and appropriate skills development;

leadership training, social facilitation and conscientious awareness for CRDP and socio-economic independence;

democratize rural development, participation and ownership of all processes, projects and Programmes;

co-ordination, alignment and cooperative governance (local municipalities, traditional councils, provincial government);

participation of NGOs, including faith-based organisations, community-based organizations and other organs of civil society;

social cohesion and access to human and social capital.

Land reform includes, but is not limited to the following:

Increasing the pace of land redistribution

Provide increased access to land for previously disadvantaged people, through the redistribution of 30% of white-owned agricultural land;

review the land reform products and approaches (LRAD, SPLAG, LASS, PLAS, ABP, LARP, etc) for greater effectiveness and relevance to the CRDP, including the implementation of related policies (use-it-or-lose-it, leasing, post settlement support, etc);

review land acquisition processes (value for money for each hectare of land bought, proposal for a special land commission for an audit of privately owned agricultural land, the productive use of land transferred to the landless, the effective development and beneficiation of the land reform beneficiaries.

Increasing the pace of land tenure reform:

Fast-track the settlement of labour tenant claims, especially in KwaZulu-Natal and Mpumalanga;

facilitate secure access to land by farm dwellers;

protect the land rights of farm workers and create decent jobs on farms;

deal effectively and promptly with illegal evictions;

establish agri-villages for local economic development on farms;

provide basic needs for farm dwellers, including water, sanitation, electricity, housing, etc;

implement CLaRA to stimulate economic growth in traditional communities in the former homeland areas, while promoting efficient use of land and the sustainable use of natural resources;

deal effectively with State land administration;

provide support and capacity building to farm dwellers.

Speeding up the settlement of outstanding land restitution claims:

Provide an analysis of outstanding claims (nature and type), indicate related challenges and how these should be addressed to speed up the finalization of claims and indicate clearly what is possible by the year 2011 (including what will be still outstanding, if any);

adopt a developmental approach to the settlement of restitution claims to demonstrate a contribution to the CRDP;

develop a strategy to deal with land claims in the Land Claims Court, to ensure that these are “winnable strong cases” setting good precedent and appealing cases that may set a bad precedent;

ensure sustainability, beneficiation and contribution to poverty eradication, economic growth and the creation of

employment opportunities, as well as the vibrancy of land restitution projects, going forward.

Effective support to all land reform programmes through land planning and information:-

Provide a reliable and efficient property/deeds registration system; improving it by modernizing and digitizing the cadastres (e-cadastre);

contribute to economic growth and housing development by providing government and private agents with essential land information to engage in planning as well as economic transactions;

provide a basis for the design of a land value tax, land valuation and sustainable land management;

provide surveys and mapping services to various clients for different needs;

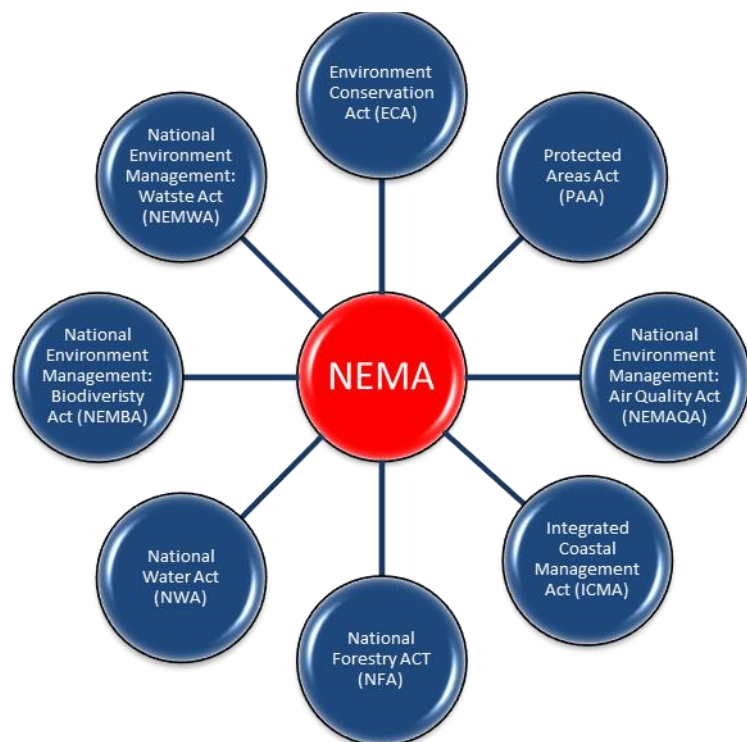
provide spatial planning information and services to local municipalities and other public or private institutions that may need these services for developmental purposes.

1.2.6. National Environmental Management Act (Act 107 of 1998) (NEMA)

The National Environmental Management Act (NEMA) is central to South African environmental laws as it gives

effect to the “environmental right” within the Constitution and acts as a hub for all other environmental legislation.

Figure 1: Environmental Legislation Hub



The purpose of the NEMA is to provide for co-operative, environmental governance on matters affecting the environment by establishing principles for decision-making and institutions that will promote co-operative governance and procedures for co-ordinating environmental functions.

Chapter 1 of NEMA sets out the following environmental management principles:

The principles set out in this section apply throughout the Republic to the actions of all organs of state that may significantly affect the environment and -
 shall apply alongside all other appropriate and relevant considerations, including the State’s responsibility to respect, protect, promote and fulfil the social and economic rights in Chapter 2 of the Constitution and in particular the basic needs of categories of persons disadvantaged by unfair discrimination;
 serve as the general framework within which environmental management and implementation plans must be formulated;
 serve as guidelines by reference to which any organ of state must exercise any function when taking any decision in terms of this Act or any statutory provision concerning the protection of the environment;
 serve as principles by reference to which a conciliator appointed under this Act must make recommendations;
 and
 guide the interpretation, administration and implementation of this Act, and any other law concerned with the protection or management of the environment.

Environmental management must place people and their needs at the forefront of its concern, and serve their physical, psychological, developmental, cultural and social interests equitably.

Development must be socially, environmentally and economically sustainable.

Sustainable development requires the consideration of all relevant factors including the following:

That the disturbance of ecosystems and loss of biological diversity are avoided, or, where they cannot be altogether avoided, are minimised and remedied;
that pollution and degradation of the environment are avoided, or, where they cannot be altogether avoided, are minimised and remedied;
that the disturbance of landscapes and sites that constitute the nation's cultural heritage is avoided, or where it cannot be altogether avoided, is minimised and remedied;
that waste is avoided, or where it cannot be altogether avoided, minimised and reused or recycled where possible and otherwise disposed of in a responsible manner;
that the use and exploitation of non-renewable natural resources is responsible and equitable, and takes into account the consequences of the depletion of the resource;
that the development, use and exploitation of renewable resources and the ecosystems of which they are part do not exceed the level beyond which their integrity is jeopardised;
that a risk averse and cautious approach is applied, which takes into account the limits of current knowledge about the consequences of decisions and actions; and
that negative impacts on the environment and on people's environmental rights be anticipated and

prevented, and where they cannot be altogether prevented, are minimised and remedied.

Environmental management must be integrated, acknowledging that all elements of the environment are linked and interrelated, and it must take into account the effects of decisions on all aspects of the environment and all people in the environment by pursuing the selection of the best practicable environmental option.

Environmental justice must be pursued so that adverse environmental impacts shall not be distributed in such a manner as to unfairly discriminate against any person, particularly vulnerable and disadvantaged persons.

Equitable access to environmental resources, benefits and services to meet basic human needs and ensure human wellbeing must be pursued and special measures may be taken to ensure access thereto by categories of persons disadvantaged by unfair discrimination.

Responsibility for the environmental health and safety consequences of a policy, programme, project, product, process, service or activity exists throughout its life cycle.

The participation of all interested and affected parties in environmental governance must be promoted, and all people must have the opportunity to develop the understanding, skills and capacity necessary for achieving equitable and effective participation, and participation by vulnerable and disadvantaged persons must be ensured.

Decisions must take into account the interests, needs and values of all interested and affected parties, and this includes recognising all forms of knowledge, including traditional and ordinary knowledge.

Community wellbeing and empowerment must be promoted through environmental education, the raising of environmental awareness, the sharing of knowledge and experience and other appropriate means.

The social, economic and environmental impacts of activities, including disadvantages and benefits, must be considered, assessed and evaluated, and decisions must be appropriate in the light of such consideration and assessment.

The right of workers to refuse work that is harmful to human health or the environment and to be informed of dangers must be respected and protected.

Decisions must be taken in an open and transparent manner, and access to information must be provided in accordance with the law.

There must be intergovernmental coordination and harmonisation of policies, legislation and actions relating to the environment.

Actual or potential conflicts of interest between organs of state should be resolved through conflict resolution procedures.

Global and international responsibilities relating to the environment must be discharged in the national interest.

The environment is held in public trust for the people, the beneficial use of environmental resources must serve the public interest and the environment must be protected as the people's common heritage.

The costs of remedying pollution, environmental degradation and consequent adverse health effects and of preventing, controlling or minimising further pollution, environmental damage or adverse health effects must be paid for by those responsible for harming the environment.

The vital role of women and youth in environmental management and development must be recognised and their full participation therein must be promoted.

Sensitive, vulnerable, highly dynamic or stressed ecosystems, such as coastal shores, estuaries, wetlands, and similar systems require specific attention in management and planning procedures, especially where they are subject to significant human resource usage and development pressure.

Section 23 of NEMA promotes the use of environmental management tools, such as Environmental Impact Assessment, to consider, investigate, assess and report on to the Competent Authority, the impacts of "listed activities."

Section 24 of NEMA empowers the Minister of Environmental Affairs to publish a list of activities for which prior Environmental Authorisation is required. These activities are listed in:

GNR 544 (2010) – A Basic Assessment (BA) process is applicable to those activities listed in this notice.

GNR 545 (2010) – An Environmental Scoping and Environmental Impact Reporting (ES&EIR) process is applicable to those activities listed in this notice.

GNR 546 (2010) - A BA process is applicable to those activities listed in this notice.

The minimum requirements for a BA and ES&EIR are set out in GNR 543 (2010).

Section 24 (f) states that it is an offence to “commence” a listed activity without Environmental Authorisation, and if found guilty, the maximum prescribed penalty fine is R5 million or ten years in prison or both such a fine or imprisonment.

Environment Conservation Act (Act 73 of 1989)

The relevant sections from the Environment Conservation Act (ECA) include, but not limited, to the following:

Sections 19, 19A, and 24A – Prohibition of littering.

Sections 20 and 24 – Control of waste disposal sites.

Sections 23 and 27 – Declaration of Limited Development Areas.

Section 25 – Noise Control.

Sections 31 and 31A – Power of Government to order cessation of harmful activity.

National Environmental Management: Biodiversity Act (Act 10 of 2004)

The National Environmental Management: Biodiversity Act (NEMBA) was enacted in order to meet South Africa’s obligations in terms of the 1992 Convention on Biological Diversity. NEMBA represents a shift in the approach to species protection, acknowledging that in order to protect a particular species, such as Black Rhino, its habitat and the ecosystem of which it is a part must also be protected. The key elements of NEMA include:

Chapter 4 covers the protection of ecosystems, the protection of species, gives effect to South Africa’s obligations in terms of CITES, and ensures that biodiversity is utilised in a sustainable way.

Chapter 52 empowers the Minister of Environmental Affairs to publish a list of ecosystems that are threatened and in need of protection. The draft national list of Threatened Ecosystems was published in GNR 1477 (of 2009).

Section 53 empowers the Minister of Environmental Affairs to identify any process or activity in a listed ecosystem as a “threatening activity” and require prior Environmental Authorisation.

Section 56 empowers the Minister of Environmental Affairs to publish a list species which are considered to

be critically endangered, endangered, vulnerable, or need of protection.

Chapter 5 regulates the control of alien species and eradication of listed invasive species. The draft list of alien and invasive species was published in GNR 1146 and GNR 1147 (of 2007).

National Environmental Management: Protected Areas Act (Act 57 of 2003)

The National Environmental Management: Protected Areas Act (PAA) was enacted to provide for declaration and management of protected areas in South Africa. PAA should be read in conjunction with the principles set out in NEMA and Section 5 and 6 of NEMBA. PAA represents a shift in the approach to conservation from the historical “protectionist” approach (i.e. exclusion of local communities) to allowing controlled access to resources and participation in the management of protected areas.

National Environmental Management: Waste Act (Act 59 of 2008)(NEMWA)

The National Environmental Management: Waste Act (NEMWA) was enacted to protect health and the environment by providing for:

Institutional arrangements and planning matters.

Reasonable measures for the prevention of pollution and ecological degradation and for securing ecologically sustainable development.

National norms and standards for regulating the management of waste by all spheres of government.

Specific waste management measures.

Licensing and control of waste management activities.

Remediation of contaminated land.

National waste information system.

Compliance and enforcement.

Chapter 5 of NEMWA covers the licensing of waste management activities. The list of activities requiring a Waste Management Licence is published in:

GNR 718 (2009) – A Basic Assessment process in accordance with EIA regulations (i.e. GNR 543 of 2010) is required for activities listed in this notice.

GNR 719 (2009) – An Environmental Scoping and Environmental Impact Reporting process in accordance with EIA regulations (i.e. GNR 543 of 2010) is required for activities listed in this notice.

National Water Act (Act 36 of 1998)

The National Water Act (NWA) is the main South African statute regulating fresh water use and pollution. NWA is administered by the Department of Water Affairs (DWA) and regulates the use, flow, and control of all water in the country.

Chapter 2 provides for the protection of water resources through the classification of water resources, determination of reserves, prevention, and remedying of pollution, and control of emergency incidents.

Chapter 4 defines the general principles and conditions relating to the use of water. This includes both general authorisation and water use licences.

1.2.7.KwaZulu-Natal Provincial Growth and Development Strategy (PGDS)

The KwaZulu-Natal Provincial Growth and Development Strategy (PGDS) has as its purpose the provision of strategic direction for development and planning in the Province. The following six provincial priorities that address a number of developmental challenges related to economic and social needs of the province provide the focus of the PGDS:

- Strengthening governance and service delivery
- Integrating investments in community infrastructure
- Sustainable economic development and job creation
- developing human capability
- Developing a comprehensive response to HIV/Aids
- Fighting poverty and protecting vulnerable groups in society

1.2.8.KwaZulu-Natal Spatial & Economic Development Strategy (PSEDS)

The **Provincial Spatial & Economic Development Strategy** aims to:

- Provide spatial context to the PGDS;
- Address spatial imbalances, curb urban sprawl and ensure sustainable interventions;
- Identify priority areas and types of development;
- Align to municipal spatial development frameworks;
- Guide budgeting processes of the province and municipalities;
- Influence investment decisions of the private sector;

The principles of development and growth underpinning the PSEDS:

- Government has a constitutional obligation to provide basic services to all citizens. Basic services include health, education, housing, transport
- All areas of the province require development
- Certain areas of the province will drive economic growth
- The PSEDS attempts to indicate where different types of investment should be directed in order to achieve development and/or economic growth
- Four key sectors have been identified as drivers of economic growth in the province, namely:
 - The Agricultural sector (including agri-processing and land reform)
 - The Industrial sector (Including Manufacturing)

The Tourism sector
The Service sector (including government services)
The logistics and transport sector (including rail) underpin growth in all four sectors.
Sustainable and affordable water and energy provision is crucial to economic growth & development.

B.2. Government Priorities

Millennium Development Goals

The United Nations, the World Bank and 189 countries adopted the Millennium Development Goals in September 2000. The aim is to reduce poverty while improving health, education and the environment. Each goal is to be achieved by 2015 compared to 1990 levels. To ensure alignment to the national millennium development goals and to address challenges facing the municipality, the eDumbe Council has adopted the following Vision, Mission, Core Values, Development Goals and Strategies which aims at achieving the millennium goals which are as follows:

Eradicate extreme poverty and hunger:

- Halve the proportion of people with less than one dollar a day.
- Halve the proportion of people who suffer from hunger.

Achieve universal primary education:

- Ensure that boys and girls alike complete primary schooling.

Promote gender equality and empower women:

- Eliminate gender disparity at all levels of education

Reduce child mortality:

- Reduce by two thirds the under-five mortality rate

Improve maternal health:

- Reduce by three quarters the maternal mortality ratio

Combat HIV/AIDS, malaria and other diseases:

- Reverse the spread of HIV/AIDS

Ensure environmental sustainability:

- Integrate sustainable development into country policies and reverse loss of environmental resources
- Halve the proportion of people without access to potable water
- Significantly improve the lives of at least 100 million slum dwellers

Develop a global partnership for development:

- Raise official development assistance
- Expand market access
- Encourage debt sustainability

The 12 National Outcomes

In January 2010, Cabinet adopted 12 outcomes within which to frame public service delivery priorities and targets. Cabinet ministers have signed performance agreements linked to these outcomes. More detailed delivery agreements have since been developed to extend targets and responsibilities to national and provincial departments, agencies and municipalities. eDumbe Municipality is attempting to comply with the 12 outcomes by taking them into consideration in the budget and IDP process.

12 Outcomes are as follows:

Improve the quality of basic education

Improve health and life expectancy

All people in South Africa protected and feel safe

Decent employment through inclusive economic growth

A skilled and capable workforce to support inclusive growth

An efficient, competitive and responsive economic infrastructure network

Vibrant equitable and sustainable rural communities and food security

Sustainable human settlements and improved quality of households life

A response and, accountable, effective and efficient local government system

Protection and enhancement of environmental assets and natural resources

A better South Africa, a better and safer Africa and World

A development-orientated public service and inclusive citizenship

The 5 National Priorities

eDumbe Municipality strives to contribute the nations building by aligning its IDP and strategies with the five National government priorities which are listed below:

Job Creation (Decent work and Economic growth);
Education;
Health;
Rural Development, food security and land reform;
Fighting Crime and corruption;

The KZN GDS (7 Goals)

Table 6: The KZN 7 Strategic Goals

JOB CREATION	1. Unleashing the Agricultural Sector 2. Enhance Industrial Development through Trade, Investment & Exports 3. Expansion of Government-led job creation programmes 4. Promoting SMME, Entrepreneurial and Youth Development 5. Enhance the Knowledge Economy
HUMAN RESOURCE DEVELOPMENT	6. Early Childhood Development, Primary and Secondary Education 7. Skills alignment to Economic Growth 8. Youth Skills Development & Life-Long Learning
HUMAN & COMMUNITY	9. Poverty Alleviation & Social Welfare 10. Enhancing Health of Communities

DEVELOPMENT	and Citizens 11. Sustainable Livelihoods & Food Security 12. Sustainable Human Settlements 13. Safety & Security 14. Social Cohesion 15. Youth, Gender and Disability Advocacy & The Advancement of Women
STRATEGIC INFRASTRUCTURE	16. Development of Ports and Harbours 17. Development of Road & Rail Networks 18. Development of ICT Infrastructure 19. Improve Water Resource Management 20. Develop Energy Production Capacity
REPONSE TO CLIMATE CHANGE	21. Increase Productive Use of Land 22. Advance Alternative Energy Generation 23. Manage pressures on Biodiversity 24. Disaster Management
GOVERNANCE AND POLICY	25. Strengthen Policy and Strategy Co-ordination & IGR 26. Building Government Capacity 27. Eradicating Fraud & Corruption 28. Promote Participative, Facilitative & Accountable Governance
SPATIAL EQUITY	29. Actively Promoting Spatial Concentration 30. Facilitate Integrated Land Management & Spatial Planning

2013 State of the Province Address

The State of the Province address in February 2013 by Dr Zweli Mkhize identified the Provincial Priorities as:

Rural Development / agrarian reform and food security

Creating decent work and economic growth,

Fighting crime

Education

Health

Nation building and good governance

C. SITUATIONAL ANALYSIS

C.1. Demographic Characteristics

Demographics concern human populations - their sizes, compositions, distributions, densities, growth, and other characteristics, as well as the causes and consequences of changes in these factors. Demography is the basis of all planning activities and developmental processes, and has important implications for policymakers in both the public and private.

Reliable demographic analysis depends on good and current data. This has been and continues to be one of the major challenges for municipalities in South Africa. Detailed and comprehensive data is only available via the national census processes which have defined timeframes, with the last census being 2001 and the next one done in 2011 (data expected to be available in 2013).

1.1 Population Distribution

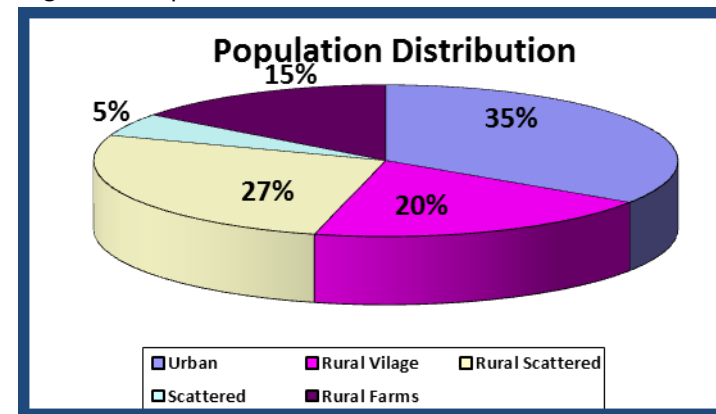
A further breakdown in terms of population distribution of eDumbe area is provided in the table and diagram below.

Table 7: Population Distribution

Type	Number	Percentage
Urban	23 415	35
Rural Village	22 341	20
Rural Scattered	30 464	27
Scattered	5 077	3
Rural Farms	20 310	15
Total	101 607	100

Source:* Census (2001) and ZDM Aerial Photograph (2007)

Figure 2: Population Distribution



Source: * Census (2001) and ZDM Aerial Photograph (2007)

The above table and the diagram shows that only 35% of the municipality's population lives in an urban areas while 65% lives in the rural hinterland of the municipality in a form or rural village, scattered and farms. This factor has severe implications on actual service delivery and the cost thereof. It also implies that the large number of the citizens of eDumbe municipality is far from the formal economy with its concomitant employment opportunities. Due to the impact of HIV/AIDS which is a world concern, population growth is expected to decline over the next 20 years. This trend must be considered in the planning and delivery of new services.

1.2. Gender Distribution

The following table and diagram indicates that a large population group is dominated by females with 53% of the municipality's population while males constitutes only 47%.

Figure 3: Gender Distribution

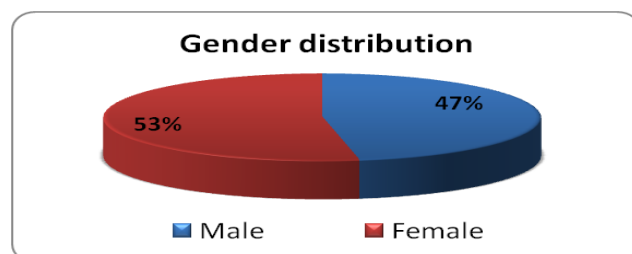


Table 8: Gender Distribution

Gender	Percentage
Male	47
Female	53
Total	100

The imbalance in terms of gender distribution across the area has a number of implications for planning. Some of the general planning aspects to be considered when planning under these circumstances include:

- The specific health and welfare needs of women;
- The needs of women in planning for economic development and job creation;
- Sport and cultural activities specifically relevant to this group; etc.

This will also impact on the future increase of the municipal population as the life expectancy of woman in KZN is estimated by Statistics SA to be less than 50 years and the prevalence of HIV amongst women are higher than amongst men of the same age group.

1.3 Age Distribution

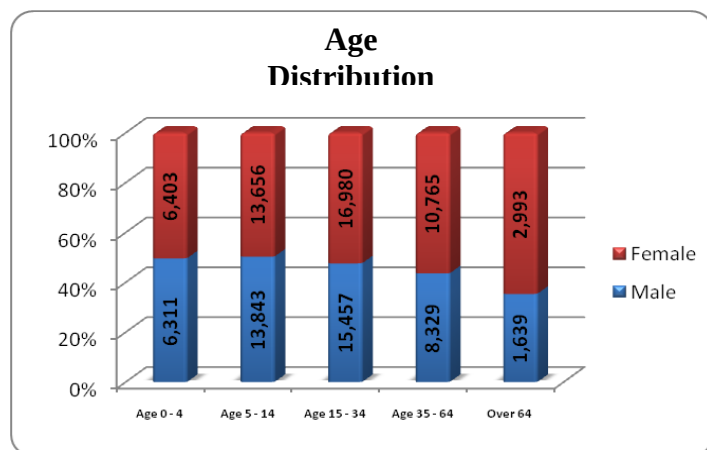
The following diagram illustrates the age distribution in conjunction with the gender groups.

Table 7: Age Concord

Age Breakdown	Male	Females
Age: 0 – 4	6,311	6,403
Age: 5 – 14	13,843	13,656
Age: 15 – 34	15,457	16,980
Age: 35 – 64	8,329	10,765
Age: Over 64	1,639	2,993
Total	45,579	50,797

Source: Census 2001.

Figure 4: Age Distribution



Source: Census 2001.

The above diagram indicates the age distribution of the èDumbe population which bears implications for future planning and development and should therefore be carefully considered. Issues to be considered include:

The availability of sport and recreation facilities for a very young population;

The impact of HIV/AIDS syndrome on the municipality considering the number of people entering the sexually active period of their lives;

The capacity of schools to cope with the large young population; and

The expected increase in the number of work seekers in future years.

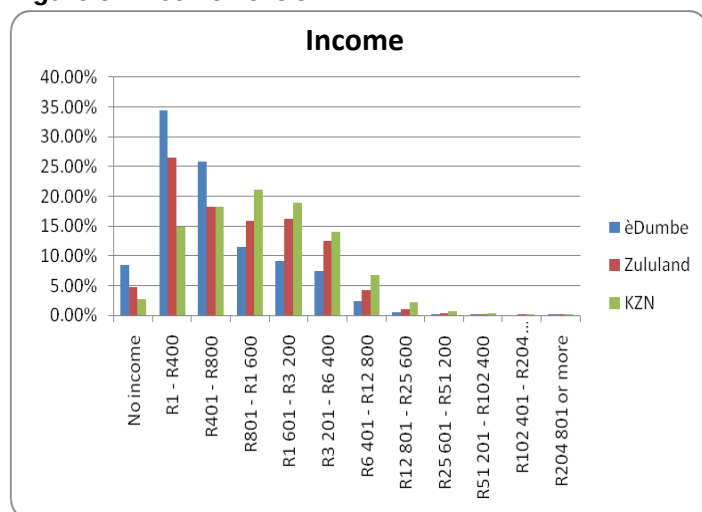
This diagram also demonstrate the fact that the female population is dominating almost in all stages of life in the area of éDumbe with an exception of age 5-14 which has a very slight different which does not make any significant change. It is also imperial that the population of éDumbe is predominantly dominated by the by both male and female youth group with $\pm$ 40% of the total population.

1.4 Income Levels

Income levels in èDumbe tend to be quite low with 69% of the population earning less than R800 a month. This is

significantly higher than both the district and provincial levels where 50% and 36% of people respectively earn less than R800 a month. These figures indicate that the majority of the population has low living standards and a poor quality of life. The table below shows the differences in income levels at Local, District and Provincial level.

Figure 5: Income Levels



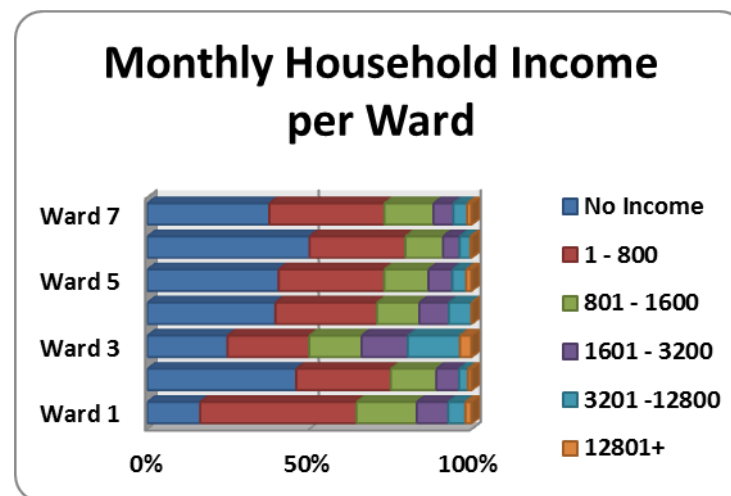
Source: Previous IDP and Census 2001

A poverty score devised by the Department of Economic Development which is based on the number of households with no income, unemployment levels, dependency ratio (total population divided by the employed) and households with an income of less than R1 600, shows that most of eDumbe falls in the medium to high poverty range. This poverty is focused

in the eastern and southern parts of the municipality and is particularly severe in the Simdlangentsha region.

R1 600 per month is well below the amount required by households to be able to maintain a healthy and hygienic lifestyle (or household subsistence level). As would be expected income levels appear to be higher in those wards located close to the urban area of Paulpietersburg and Dumbe.

Figure 6: Monthly Household Income per Ward



Source: Previous IDP and Census 2001.

Low income levels are a direct result of low levels of employment in the municipality. According to the 2006 ZDM

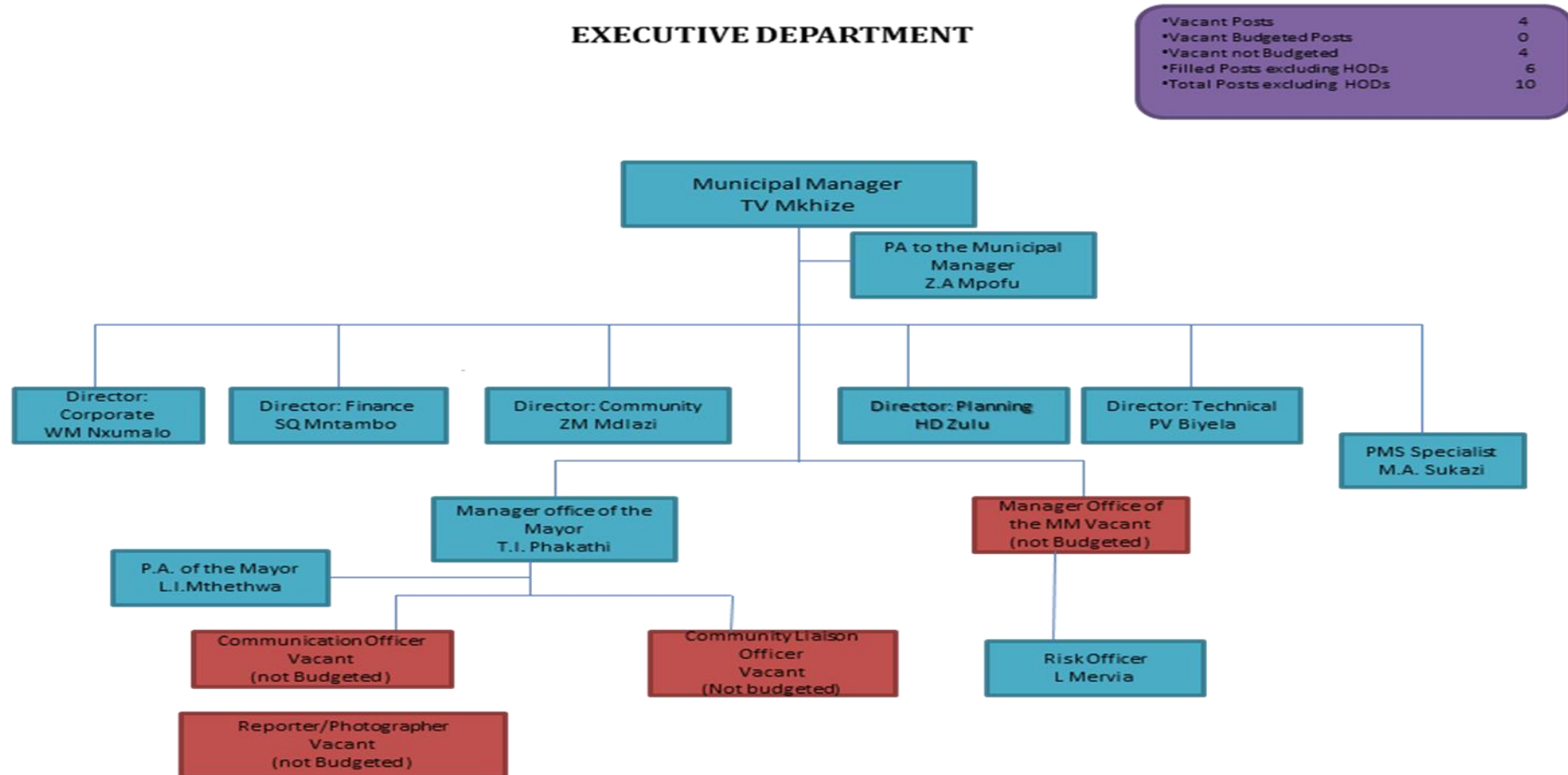
Data there are 13 524 unemployed people in the region. The unemployment rate is determined by expressing the number of unemployed people as a percentage of the economically active population, i.e. the total population that of working age (15 – 65) that is available for work and is either employed or unemployed. eDumbe's unemployment rate is 57% according to Census 2001 data. This is very high but is representative of a broader regional problem; the unemployment rate of the Zululand District Municipality is even higher at 61%. Both of these statistics are significantly higher than KZN's 39% and points to the scarcity of employment opportunities available in eDumbe. 46% of those who are not working in eDumbe cited

being unable to find work as their major reason for being unemployed.

However, this points to the need to stimulate demand driven economic development within the municipality. Unemployment constitutes a massive problem for the area and there can be no quick fixes for a problem that is long term and structural in nature. The strategies looked at in this document will not only be looking at direct employment generation but will also focus on providing opportunities and economic empowerment to enable the population to become economically active and in this manner improve their accessibility in the labour market.

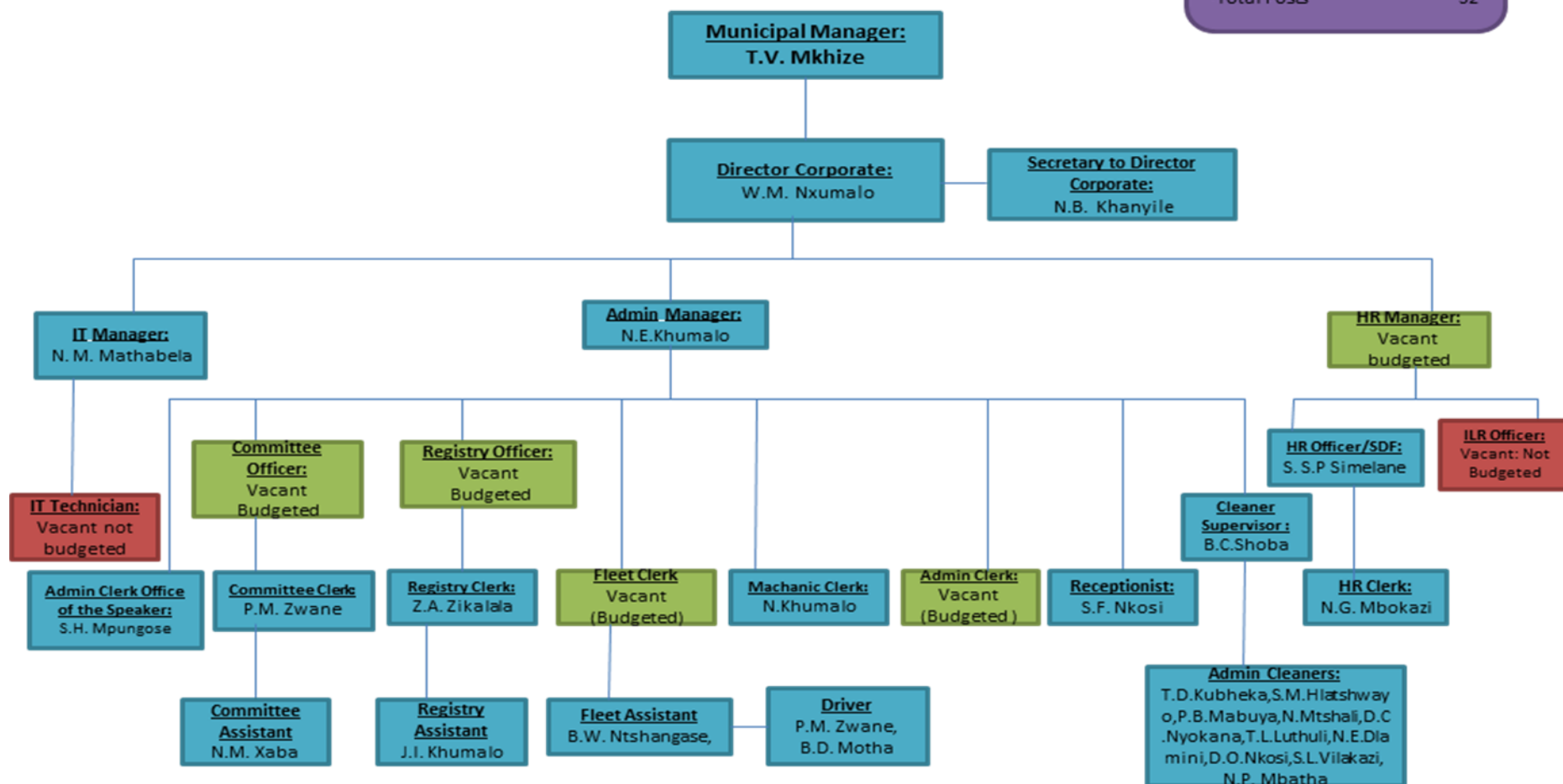
C.2. Municipal Transformation & Organisational Development

2.1. Departmental Organograms



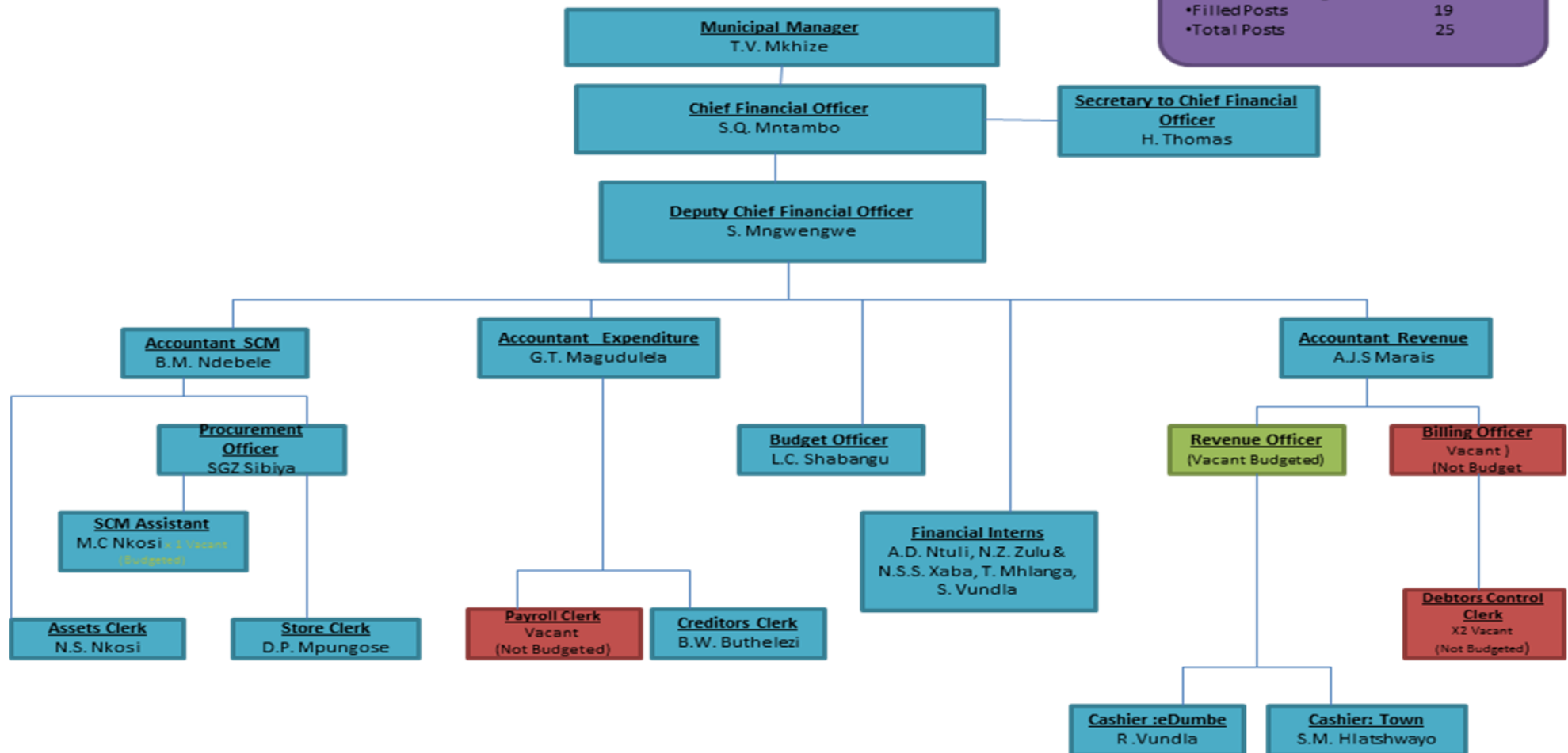
Corporate Services

•Vacant Posts	7
•Vacant Budgeted Posts	5
•Vacant not Budgeted	1
•Filled Posts	27
•Total Posts	32



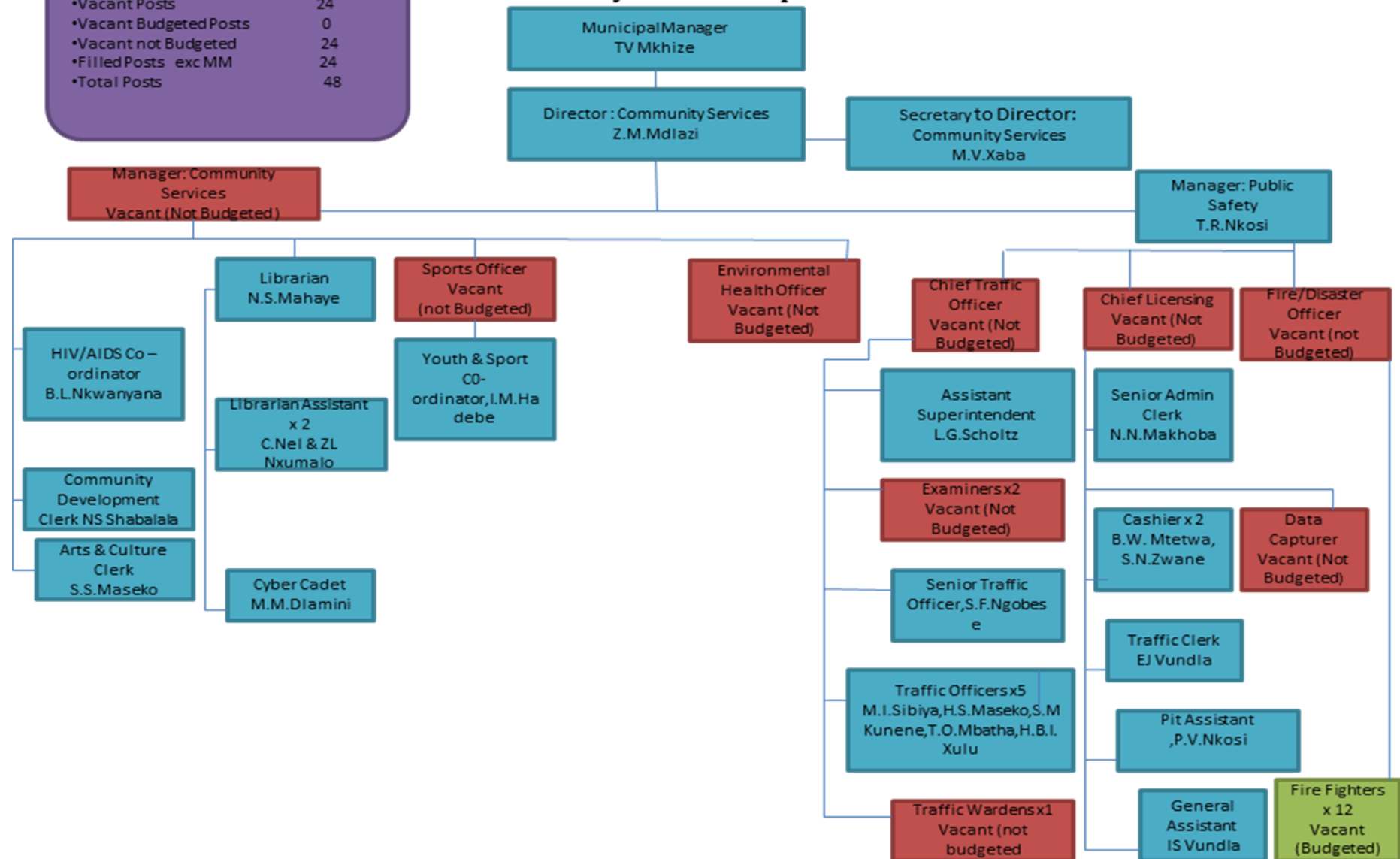
FINANCIAL SERVICES DEPARTMENT

•Vacant Posts	6
•Vacant Budgeted Posts	2
•Vacant not Budgeted	4
•Filled Posts	19
•Total Posts	25



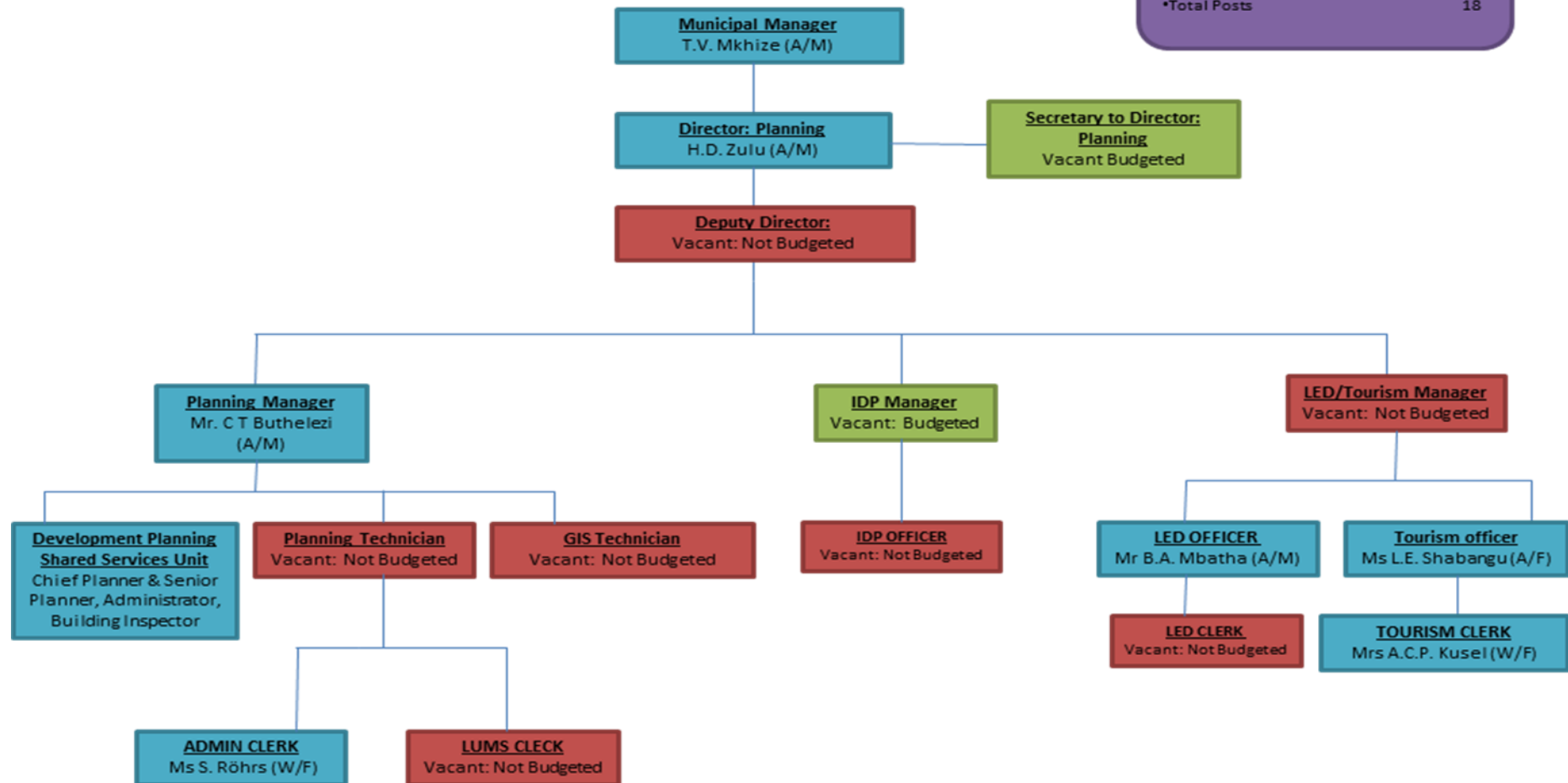
•Vacant Posts	24
•Vacant Budgeted Posts	0
•Vacant not Budgeted	24
•Filled Posts exc MM	24
•Total Posts	48

Community Services Department v



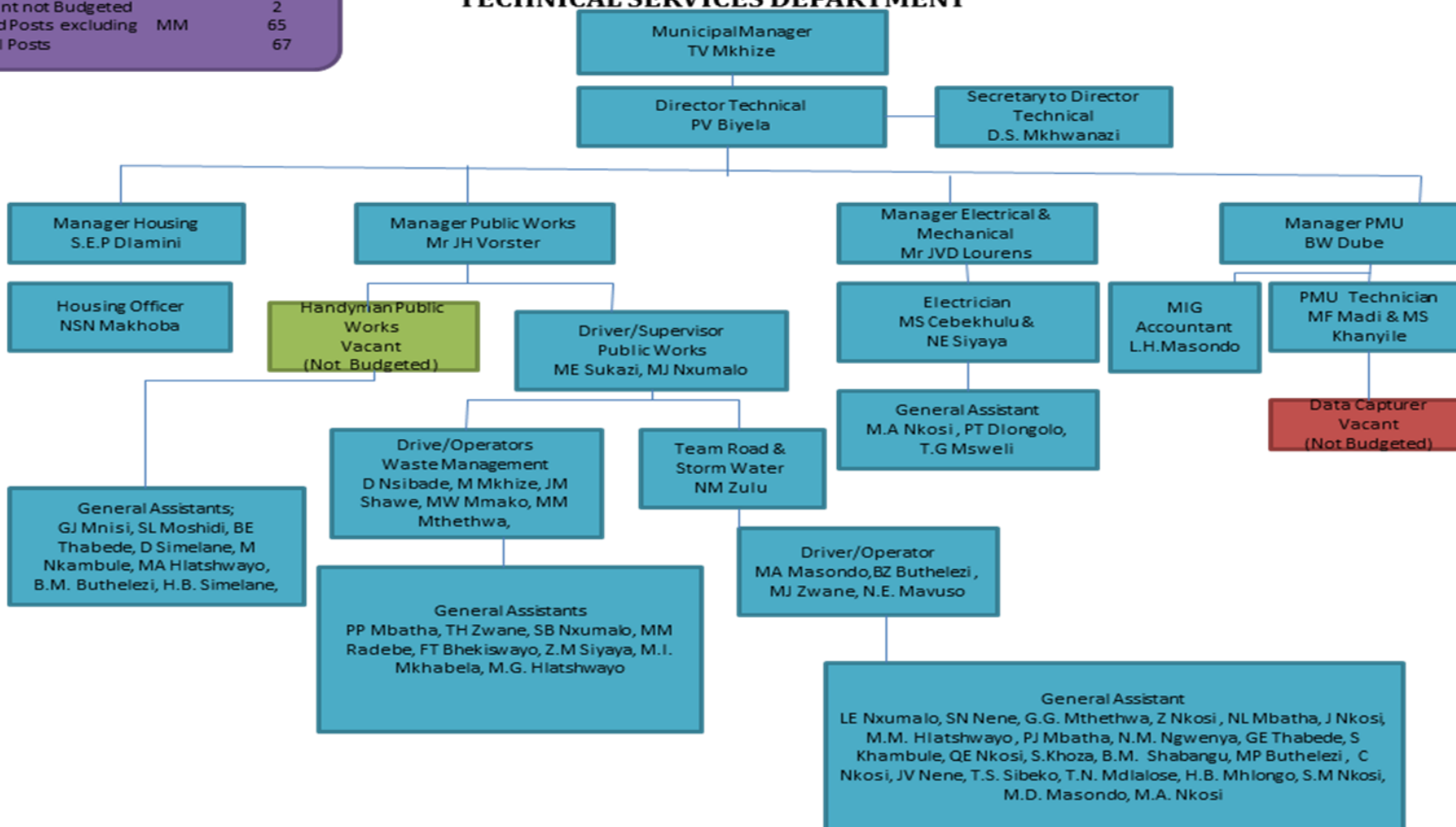
PLANNING AND DEVELOPMENT

•Vacant Posts	9
•Vacant Budgeted Posts	2
•Vacant not Budgeted	7
•Filled Posts excluding MM	6
•Total Posts	18



•Vacant Posts	2
•Vacant Budgeted Posts	0
•Vacant not Budgeted	2
•Filled Posts excluding MM	65
•Total Posts	67

TECHNICAL SERVICES DEPARTMENT



A) Hiring/Promotion of new/existing employees

Table 10: New/Promoted Employees in 2012/2013

Initial and Surname	Department	Position/Rank	Date of Appointment
SEP Dlamini	Housing	Manager	03 Jan 2013
TI Phakathi	Executive	Manager	03 Jan 2012
MA Sukazi	Executive	PMS Specialist	03 Sep 2012
PN Hlabangani	Planning	IDP Officer	03 Sep 2012
BM Ndebele	Finance	Accountant	03 Sep 2012
H Thomas	Finance	Secretary	03 Sep 2012
NS Nkosi	Finance	Asset Clerk	03 Sep 2012
S Vundla	Finance	Internship	03 Sep 2012
SM Nkosi	Technical	GA	03 Sep 2012
NG Mbokazi	Corporate	HR Clerk	03 Sep 2012
BW Mthethwa	Comm.Serv	Cashier Licenc	05 Nov 2012

B) Employees that have left

Table 11: Employees that have left during 2012/2013

Initial and Surname	Department	Date	Reason
PN Hlabangani	Planning	30 Nov 2012	Resigned
KE Masuku	Technical	30 Nov 2012	Resigned

2.2. Departmental Functions

Table 12: Departmental Functions

Department	Functions/Responsibility	Responsible Official
1. Office of the Municipal Manager	To The Municipal Manager is the head of the municipal administration and he/she is also the accounting officer held responsible for financial management of the municipality. The roles and responsibilities of the Municipal Manager/Accounting Officer includes but not limited to the following: •The general financial administration of the Municipality •Asset and liability management •Revenue and expenditure management •Budget preparation and implementation •Compliance and oversight reporting to Executive Mayor, Council and provincial and national government	Mr T.V. Mkhize (Municipal Manager)

	As the head of administration, the Municipal Manager is responsible for •Formation of an economical, effective, efficient and accountable administration •Implementation of the IDP of Municipality •Appointment and management of staff. •Effective utilization and training of staff. •Maintenance of discipline of staff, the promotion of sound labour relations and compliance with applicable labour legislation •Advise the political decision makers of the Municipality and managing communication between them and the administration •Implementing the decisions of the Council and Executive Mayor •Administration of municipal laws and implementation of national and provincial legislation	
--	--	--

	•Facilitating participation of the local community in municipal affairs. The Office of the Municipal Manager provides the momentum of the administration and integrates all the components of the Municipality, there are 5 key departments reporting directly to the municipal Manager: Finance Corporate Services Technical Services Community and Emergency Services Planning and Development	
2. Corporate Services	The Corporate Services department within the municipality comprises of 3 sections, ie. Administration Human Resources Information Technology The main objectives and functions of the Corporate Services department is to	Mr M.W. Nxumalo (Director)

	ensure the following takes place: To ensure that effective and efficient services are rendered by the Municipality. To ensure that citizens are satisfied with the quality of services delivered by the Local Municipality. To ensure that residents are aware of the activities of the municipality. To ensure that residents are aware of the policies, services and activities of the municipality. To ensure that the municipality's staff is diverse, representative and skilled. To Implement workplace skills plan within allocated budget To provide purposeful systematic and continuous labor relations and effective	
--	---	--

	capacity building to the staff To Provide secretariat to the council Implementing Records Management Practices To ensure that the municipality will use information and communication technology effectively to assist in decision making, in working efficiently, and in delivering services more effectively to clients. Ensuring proper up keep of council records To ensure that personnel receive specialised training. The fully established and well functional Corporate Services department within a municipality is of high priority as it is the department that shares a very close relationship with the public.	
--	--	--

3. Budget and Treasury	The Budget and Treasury Office is a directorate within the municipality responsible for the management, control and monitoring of municipal finances. The administrative head of the Directorate is the Chief Financial Officer. The directorate is composed of the following sections: <i>Budget Planning and Financial Reporting</i> <i>Income and Revenue Management</i> <i>Expenditure and Salaries</i> <i>Supply Chain Management Unit</i> The structure is as follows: <i>Budget Planning and Financial Reporting</i> This section is responsible for the following activities: -Municipal financial planning (Budget Preparation) -Reporting on financial affairs	Mrs S.Q. Mntambo (C.F.O)

	of the municipality in a form of annual financial statements and monthly, quarterly and annual reports as prescribed by the MFMA. <i>Income and Revenue Management</i> This section is responsible for the following activities: -Collection of income from all cashiering points; -Billing of rates and services; -Issuing out of clearance certificates; and -Management of the general valuation. <i>Expenditure and Salaries</i> This section is responsible for the following activities: -Payment of creditors; -Payment of salaries, wages and sundries; -Management of creditors' reconciliations -Management of audit queries <i>Supply Chain management</i> This section is responsible for the following activities: -Implementation of the Supply	
	Chain Management Regulations and related legislation, -Development and Implementation of the Supply Chain Management Policy -This includes demand management, acquisition management, logistics management, disposal management, contract administration and Management of stores items and stationary; and fleet management for the municipality.	
4. Community Development	The Community Development Department's core functions is to ensure that the community is well serviced in regards to: Health care Public Safety Education (Libraries) Sports Community Halls Traffic The department is also responsible for ensuring that plans and programmes are developed to focus specifically on the youth, women, disabled and under-privileged.	Ms Z.M. Mdlazi (Director)

5. Technical Services	The Technical Services department's main objectives and functions are to provide the basic needs of the community as well as maintain the standard of service provided. The department focuses on issues surrounding: - Housing - Water and Sanitation - Refuse removal and sewerage - Electricity - Civil works (roads, bridges etc) The department also works very closely with the district municipality because the district also provides certain services on behalf of the eDumbe Local Municipality.	Mr P.V. Biyela (Director)
6. Planning & Development Services	The planning and development departments' primary function within the municipality is to regulate and control all development. The department is also responsible for the following sections: - Strategic Planning - Spatial Planning - IDP - LED - Tourism	Mr D.H Zulu (Director)

	DPSS The department is seen as a key role-player or contributor in developing the municipality and ensuring the municipality is constantly progressing (future development of a shopping centre and middle income housing). The department has also been further assisted by the introduction the DPSS staff which include a: - Chief Planner - Senior Planner - Gis Specialist - Building Inspector - Development Administrator	
--	--	--

2.3. Organisational Powers and Functions

The following table indicates the power and functions performed by the local and district municipality respectively:

Table 13: Powers and Functions

Abattoirs
Air pollution
Amusement Facilities
Billboards & Advertising
Building Regulations
Care of Animals
Cemeteries & Crematoria
Child Care Facilities
Cleansing
Control of selling food to public
Control of selling liquor to public
Fencing & Fences
Fire Fighting
Local Amenities
Local Sport Facilities
Local Tourism
Markets
Municipal Airports
Municipal Roads
Noise Pollution
Parking
Planning & Development
Pounds

Public Nuisances
Public Places
Public Transport
Storm Water
Street lighting
Street trading
Trading Regulations
Traffic Control
Aids sector plan
Anti-corruption and fraud system
Art & culture
Burial of Indigent People
Citizen charter & Year Planner
Communication strategy – as part of Public Participation
Community based planning & land reform
Community capacity building programme
Community development workers
Community outreach\imbizo programmes
Community participation – framework & its deliverables
Customer easy payment system
Democracy Education, to enhance

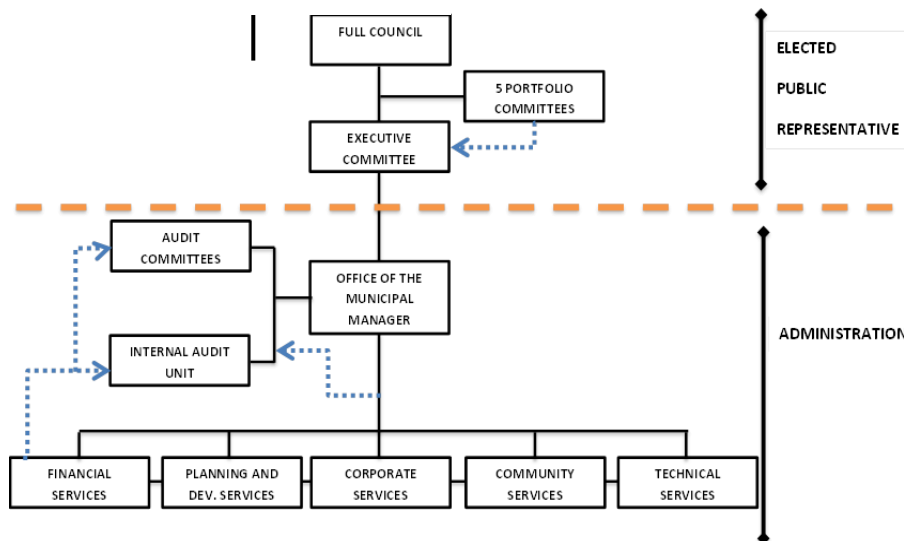
participation to elections (LGE)
Disaster Management
Free basic Services programme
Development Facilitation Plan
Good co-operative Programme
Land use management system
Licensing of Dogs
Link with World Cup-2010 & Post Programmes
Local Economic Development
Middle to well to do housing
Municipal Health Services
Parks & Recreation
Potable Water to end user
Rental housing scheme
Sanitation (Housing Projects)
Shared Internal Audit Service\Single Internal Audit
Solid Waste
Supply of Electricity (House Hold)
Town establishment Programme
Vehicle Tracking System
Ward Committee Programme
Website Development Programme

2.4. Institutional Arrangement

2.4.1. Organisational Structure

Organisational structure of éDumbe Municipality is depicted in the organogram as shown in figure 6 below:

Figure 7: Organisational Chart



As illustrated in the organogram above, éDumbe Municipality has two wings; a political wing and administration wing. The administration is comprised of six departments. These six departments also represent the existing portfolio committees. Each department or portfolio committee is chaired by a

political head who is a member of the Executive Committee. Below the political head is the Director who is employed in terms of Section 57 of the Municipal Systems Act, No. 32 of 2000. The Section 57 employees are employed on a five-year performance contract. They report directly to the municipal manager. The municipal manager reports to the Executive Committee via the Mayor who is the chairperson of the Exco. The figure above also shows that the political wing has two units; namely the Executive Committee and the Full Council. The municipal manager is assisted by the internal audit unit and the audit committee in meeting his accountability requirements as prescribed in the MFMA. Both internal audit unit and the audit committee are outsourced with an aim of attracting skills.

2.4.2. Political Structure

éDumbe Municipality consisted of 15 councillors. Of the 15 Councillors there are 3 members of the Executive Committee and the Speaker of the Council serves as an *Ex-officio* member of the Executive Committee.

A) Full Council Members

Table 14: Full Council

No.	Initials and Surname	Title	Ward Number
1	Cllr S.E Thela	Ward Councillor	1
2	Cllr N.M Nhlabathi	Ward Councillor	2
3	Cllr I.A.T Mbatha	Ward Councillor	3
4	Cllr S.J. Kunene	Ward Councillor & Exco Member	4
5	Cllr B.M Nxusa	Ward Councillor & Honourable Mayor	5
6	Cllr D.Z Mtshali	Ward Councillor	6
7	Cllr M.P Khumalo	Ward Councillor	7
8	Cllr N.R Simelane	Ward Councillor & Speaker	8
9	Cllr D.J Nhlengethwa	PR Councillor & Deputy Mayor	PR
10	Cllr R.S Nkosi	PR Councillor	PR
11	Cllr N.D Ndlangamandla	PR Councillor	PR
12	Cllr N.Z Keswa	PR Councillor	PR
13	Cllr T.B Shabalala	PR Councillor	PR
14	Cllr T.P Sibeko	PR Councillor	PR
15	Cllr R. Gevers	PR Councillor	PR

(i) Frequency of Meetings

Full Council Meetings are held on quarterly basis excluding Special Council meetings

(ii) Functions/Roles and Responsibilities

General Powers of Council include:

Approves by-laws

Assigns the administration of by-laws to the Municipal Manager and the respective Heads of Department

Determines overall strategic policy applicable to the municipality as a whole which gives macro direction to its executive and which guides the formulation of all other policies

Approves the Integrated Development Plan (IDP)

Elects members of EXCO, the Mayor, Deputy Mayor and Speaker

Delegates appropriate decision making powers in terms of 59(1)(a) of the Systems Act

May remove the Speaker, Mayor, Deputy Mayor or one and more of the members of EXCO from offices in terms of applicable legislative prescripts

Establishes committees in terms of Section 79 and Section 80 of the Structures Act

Grants leave to councillors from meetings of the council

Approves Rules of Order of council

Determines political structures of council

Bestows civic honours, and the naming of public places and municipal buildings after persons

Establishes a PMS and annually appoints PMAC

Establishes a multi-jurisdictional municipal service district

Approves the movement of funds into the main segments into which the budget of the municipality is divided for the different departments, by means of adjustments budget, in terms of the requirements of the MFMA

Receives, deliberates and decides on audit reports

Appoints a municipal manager

Appoints an acting municipal manager or HOD

Appoints, after consultation with municipal manager, managers, or acting managers directly accountable to the municipal manager and determines their conditions of service

Determines a policy framework for the staff establishment

Disposes of immovable property in terms of section 14 and 111 of the MFMA.

Determines councillors remuneration within the applicable legislative framework

Designates full-time councillor positions and authorises applications to the MEC for Local Government for determination of full time positions.

Appoints or nominates councillors and/or official to attend international meetings, seminars/conferences, etc.

Appoints councillors to portfolio committees

The council (if less than 15 councillors), or a committee of councillors not involved in the decision, appointed by council, (if more than 14 councillors), considers appeals from a person

whose rights are affected by a decision of a political structure, political office bearer or a councillor, taken in terms of a power or duty delegated, provided that the decision reached by the council or committee of councillors may not retract any rights that may have accrued as a result of the original decision.

Financial Powers of Council include:

Approves councils annual budget and any amendment thereto

Determines and imposes rates, levies, duties and tariffs

Raises loans

Adopts, maintains and implements a credit control and debt collection policy and a rates and tariff policy which complies with the Systems Act and the MPRA, which rates and tariffs policy must be reviewed annually

Considers and deals with the annual report of the municipality and adopts an oversight report containing the council comment on the annual report, including a statement whether the council-

Has approved the annual report with or without reservations

Has rejected the annual report, or

Has referred the annual report back for revision of those components that can be revised

B) Executive Committee (EXCO)

Table 15: EXCO Members

No.	Initials and Surname	Title
1	CLLR B.M Nxusa	Mayor
2	CLLR D.J Nhlengethwa	Deputy Mayor
3	CLLR S.J. Kunene	EXCO member
4	CLLR N.R Simelane	Speaker (ex-officio)

(i) Frequency of Meetings

Executive Committee is expected to sit at least once a month for the duration of the whole financial year excluding Special Exco. Meetings.

(ii) Functions/Roles and Responsibilities

Statutory Functions of the Executive Committee

Reviews the performance of the municipality in order to improve:

The economy, efficiency and effectiveness of the municipality;
The efficiency of credit control and revenue and debt collection services; and
The implementation of the municipality's by-laws;

Monitors the management of the Municipality's administration in accordance with the policy directions of the municipal council (output monitoring);

Oversees the provision of services to communities in the municipality in a sustainable manner;
Annually reports on the involvement of communities and community organisations in the affairs of the municipality;
Annually reports on the involvement of communities and community organisations in the affairs of the municipality;
Ensures that regard is given to public views and reports on the effect of consultation on the decisions of the council;
Makes recommendations to council regarding:
The adoption of the estimates of revenue and expenditure, as well as capital budgets and the imposition of rates and other taxes, levies and duties;
The passing of by-laws; and
The raising of loans;
Approval or amendment of the IDP
Appointment and conditions of service of Municipal Manager and heads of departments.
Deals with any other matters referred to it by the council and submits a recommendation thereon for consideration by the council.
Attends to and deals with all matters delegated to it by council in terms of the Systems Act.
Appoints a chairperson/s from the members of the Executive Committee, for any committee established by council in terms of section 80 of the Structures Act to assist the Executive Committee.
Delegates any powers and duties of the Executive Committee, for any committee established by council in terms of section 80 of the Structures Act to assist the Executive Committee.
Varies or revokes any decisions taken by a section 80 committee, subject to vested rights.

Develops strategies, programmes and services to address priority needs of the municipality through the IDP and estimates of revenue and expenditure, taking into account any applicable national and provincial plans and submits a report to and recommendations thereon, to the council.

Subject to applicable legislation, recommends or determines the best methods, including partnerships and other approaches to deliver services, programmes and projects to the maximum benefit of the community.

Identifies and develops criteria in terms of which progress in the implementation of services, programmes and objectives to address the priority needs of the municipality can be evaluated, which includes key performance indicators which are specific to the municipality and common to local government in general.

Manages the development of the performance management system, assigns responsibilities in this regard to the municipal manager and submits the proposed performance management system to council for consideration.

Monitors progress against the said key performance indicators.

Receives and considers reports from committees in accordance with the directives as stipulated by the Executive Committee.

Elects a chairperson to preside at meetings if both the mayor and deputy mayor are absent from a meeting in the event of there being a quorum present at such a meeting, if the Mayor failed to designate a member of exco in writing to act as Mayor.

Considers appeals from a person whose rights are affected by a decision of the municipal manager in terms of delegated powers, provided that the decision reached by this committee

may not retract any rights that may have accrued as a result of the original decision.

Reports, in writing, to the municipal council on all decisions taken by Exco at the next ordinary council meeting.

Other functions of the Executive Committee

Recommends to council after consultation with the relevant Portfolio Committee, policies where council had reserved the power to make policies itself.

Recommends after consultation with the relevant Sect 79 Committee, rules of order of council meetings and approves rules of order for meetings of itself and any other committee;

Makes recommendations to council on proposed political structures of council;

Makes recommendations to council in respect of council's legislative powers.

Determines strategic approaches, guidelines and growth parameters for the draft budget including tariff structures.

Line of Accountability and Reporting.

Executive Committee reports to and is accountable to the council.

C) Portfolio Committees

Table 16: Portfolio Committee

Department	Name of Members	Position/Role
Financial Services	CLLR B.M Nxusa	Chairperson (Mayor)
	Cllr T.P Sibeko	Member
	Cllr R.S Nkosi	Member
	Cllr N.M Nhlabathi	Member
Planning and Development	CLLR S.J. Kunene	Chairperson
	Cllr R.S Nkosi	Member
	Cllr S.E Thela	Member
	Cllr R. Gevers	Member
	Cllr D.Z Mtshali	Member
Technical Services	CLLR B.M Nxusa	Chairperson (Mayor)
	Cllr N.Z Keswa	Member
	Cllr M.P Khumalo	Member
	Cllr N.M Nhlabathi	Member
Community Services	CLLR D.J Nhlengethwa	Chairperson (D/Mayor)
	Cllr T.B Shabalala	Member
	Cllr R.S Nkosi	Member
	Cllr D.Z Mtshali	Member
Corporate Services	CLLR D.J Nhlengethwa	Chairperson (D/Mayor)
	Cllr ND Ndlangamandla	Member
	Cllr I.A.T Mbatha	Member
	Cllr S.E Thela	Member

All Portfolio Committees report to the Executive Committee. The Executive Committee may refer a matter back to the Portfolio Committee for further consideration, amend or adopt the recommendations if it has delegated authority to do so, or submit its (Executive committee) recommendations to council.

(i) Roles and Responsibilities

The responsibilities of the Portfolio Committees, in respect of their functional areas, are:

To develop and recommend strategy;

To develop and recommend by-laws;

To consider and make recommendations in respect of the draft budget and IDP;

To ensure public participation in the development of policy, legislation, IDP and budget;

To monitor the implementation of Council policies; and

To exercise oversight on all functional areas.

(ii) Functions

Formulates recommendations for consideration by the executive committee in relation to:

Policy falling within the functional area of the portfolio after consultation with the relevant Head of Department;

Annual business plans falling within the functional area of the portfolio;

The implementation of the business plans of the functional areas of the portfolio;

The review of financial performance against approved budgets relating to prior and current years including dealing with reports from the Auditor-General;

The draft budget in respect of the functional areas of the portfolio, including tariffs of charges after consultation with the relevant Head of Department;

Reports and recommendations submitted in respect of the functional areas of the portfolio including comment arising from its oversight function;

Compliance with the legislation, norms and standards in respect of the functional areas of the portfolio;

Passing or amendments of by-laws pertaining to the function of the portfolio;

Prioritising projects falling within the functional areas of the portfolio.

The committee may consult with the municipal manager and the relevant Head of Department on council's policies and programmes.

Line of Accountability and Reporting

Reports to the Executive Committee.

D) Municipal Public Accounts Committee

Table 17: MPAC

No.	Initials and Surname	Title
1	Cllr R Gevers	Chairperson
2	Cllr RS Nkosi	Member
3	Cllr DZ Mtshali	Member
4	Cllr TB Shabalala	Member
5	Cllr ND Ndlangamandla	Member

(i) Functions

As a **Municipal Public Accounts Committee (MPAC)** performs an oversight function on behalf on council it is not a duplication of, and must not be confused with either the internal audit committee or the finance portfolio committee. The internal audit committee is an independent advisory body that advises council and the executive on financial and risk matters and can act as an advisory body to a **MPAC**. The finance portfolio committee deals with financial management issues such as budgetary, revenue and expenditure management and supply chain management.

The primary function of a **MPAC** is to help council to hold the executive and the municipal administration to account and to ensure the efficient and effective use of municipal resources. It will do this by reviewing public accounts and exercising oversight on behalf of the council.

The committee must examine:

Financial statements of all executive organs of council;

Any audit reports issued on those statements;
Any reports issued by the AG on the affairs of any municipal entity;
Any other financial statements or reports referred to the committee by council; and
The annual report on behalf of council and make recommendations to council thereafter; and
May report on any of those financial statements or reports to council;
May initiate and develop the annual oversight report based on the annual report;
May initiate any investigation in its area of competence; and
Must perform any other function assigned by resolution of council.

When the committee examines the financial statements and audit reports have a municipality or municipal entity, it must take into account the previous statements of and reports of the entity and report on the degree to which shortcomings have been rectified.

The committee must monitor the extent to which its recommendations and that of the AG are carried out.

The outcomes and the resolutions of the deliberations of this committee must be reported to council and made public; and
It must enhance the accountability process by ensuring that there is objective political oversight, which allows for public involvement and comment in addition to other established governance committee, such as the finance portfolio committee and the independent audit committee.

Structure and membership

A **municipal scopa**, similar to other council committees, should solely be comprised of councillors appointed by a full council meeting. The actual size should be determined by the size of a council (i.e. number of councillors), but care should be taken to ensure that members represent a wide range of experience and expertise available in council as well as political represented.

The size should range between a minimum of 5 to a maximum of 12, mainly dependent on the size of the council. In keeping with the tradition of oversight function, the council may consider whether a member of an opposition party must chair a **MPAC**.

The Mayor and members of the executive committee are not allowed to be members of a **MPAC**.

2.2.3. General Management and Administration

èDumbe Municipality is a local municipality under the Zululand District Municipality. It has 6 departments which are Executive, Corporate Services, Financial Services, Community Services, Planning and Development Services, and Technical Services. Each department is structured into different sections which are run by Section Managers. The municipality has got a Municipal Manager who is assisted by 5 Directors and 11 Managers [Manager Planning, Manager Administration, IT Manager, Manager Public Safety, Deputy CFO, PMU Manager, Manager Electricity, Manager Public Works / Civil, PMS Manger, Manager Housing and Manager in the Office of the Mayor.

Section 57 Senior Managers

The éDumbe Municipality has filled all 5 Director Positions responsible for different departments and reporting directly to the Municipal Manager who is the head of administration. The table below depicts Section 57 as employed by Council.

Table 18: Section 57 Employees

Department	Directors	Section 57 Employees
Municipal Manager	Mr. TV Mkhize	
Chief Financial Officer	Mrs SQ Mntambo	
Corporate Services	Mr. WM Nxumalo	
Community Services	Ms. ZM Mdlazi	
Planning & Development	Mr DH Zulu	
Infrastructure/Technical Services	Mr PV Biyela	

Staff Complement

éDumbe municipality has a staff compliment of 147 employees of which 136 are permanently employed, 17 are part time, 5 are on Internship programme, 6 are Section 57, who are on 5 year contract and 4 are contract senior managers. There are 30 employees employed on Extended Public Works Programme (EPWP). The whole organisation has 147 filled posts and 49 vacant posts which makes up to a total of 196 posts. The table below illustrates the staff complement per department showing number of filled and vacant posts.

Table 19: Staff complement

Department	Filled Post	Vacant Post
Office of the Municipal Manager	06	04
Financial Services	20	06
Corporate Services	27	06
Community Services	24	22
Planning & Development	06	09
Technical and Infrastructure Services	64	02
TOTAL NUMBER OF STAFF	147	49

2.5. Communication

A communication policy/strategy within any municipality is regarded as a priority since it is the guiding document with regards to how a municipality communicates, internally and externally, therefore, the eDumbe municipality has an adopted Communication strategy which highlights this and includes the following in summary.

2.5.1. Introduction

Local government has a legal obligation and a political responsibility to ensure regular and effective communication with the community. The Constitution of the Republic of South Africa Act 1996 and other statutory enactments all impose an obligation on local government communicators and require high levels of transparency, accountability, openness, participatory democracy and direct communication with the communities to improve the lives of all.

The Communities, on the other hand, have **a right and a responsibility** to participate in local government affairs and decision-making and ample provision is made in the abovementioned legislation for them to exercise their right in this respect. Our Democratic government is committed to the principle of **Batho Pele** and this, in simple terms, means that those we elect to represent us (councillors at the municipal level) and those who are employed to serve us (the municipal

officials at municipal level) must always put people first in what they do.

It is these basic rights and responsibilities of the community and all three spheres of government that the eDumbe Municipality wishes to promote through the adoption of this Communication Strategy. The Municipality also acknowledges and subscribes to the view that in any democracy, it is essential that the community is constantly informed about the municipality's work and empowered to take active part in the decision making process of the municipality. The Municipality subscribes to, and will terms of the rights of its community to exercise its rights in terms of the following statutory enactments, which can be used to enforce accountability of local councillors and the local council. These are:

The Promotion of access to Information Act No. 2 of 2000 which gives people the right to have access to any information which the government (including the municipality as the third sphere of government) has if they need it to protect their rights. Officials can only refuse to give information in certain limited situations.

The Protection of Disclosure Act No. 26 of 2000, which protects people who speak out against government corruption, dishonesty or bad administration. The Promotion of Administrative Justice Act, No. 3 of 2000, which says all decisions of administrative bodies, has to be lawful, procedurally fair and reasonable. People have a right to be given reasons for decisions taken by government officials.

No sphere of government functions in a vacuum and for maximum communication impact, especially in terms of credibility and reach, role-players such as non-governmental organisations (NGOs), community based organizations (CBO's), faith based organization (FBO) and other civil society organizations and opinion-makers will be called upon to become actively involved the affairs of the municipality.

2.5.2. Strategic Objectives

The strategic objectives of the Municipality's Communication Strategy are:

Firstly through **external communication**, to seek continued participation in municipal affairs and an improvement in public perception and understanding of the municipality, its functions and the services it provides. As part of the external communication process it will:

Actively educate and inform the community about the municipality, its practices and its services.

Seek the community's comments and input and involvement in a range of municipal issues as prescribed by legislation, especially in regard to its budget, its integrated development plan and its performance management system as well as the services it is required to provide to the community.

Take a targeted, high profile approach to major local municipal issues.

Give equal support and attention to all geographical areas covered by the Municipality.

Secondly through **e-communication**, to maximize the opportunities to communicate creatively and effectively

through the use of new technology, so that the community has easy access to information about the Municipality, including the investment and tourism opportunities it presents. It undertakes to continuously update its website and use it to:

Promote the council and its services and to facilitate channels of communication between the community and the municipality; and

Seek out and exploit the opportunities presented by electronic communication, internally and externally, to benefit the Municipality and the communities it serves.

Thirdly to establish a corporate **identity** for the Municipality so as to strengthen the council's visual profile locally, regionally and nationally through consistent use of a strong corporate logo. It will:

Provide information in a clearly branded, concise fashion to both internal and external audiences;

Ensure that all communication from the municipality is unambiguous, reliable and easy to understand so as to improve the image and integrity of the Municipality; and

Ensure that the professional image of the Municipality; and maintained and enhanced by the production of quality corporate documents and through effective and consistent branding.

Vigorously advertise its business and tourism opportunities with a special focus on the 2010 World Cup that is to be hosted in South Africa.

Fourthly to improve internal communication so as to increase staff understanding of the aims and objectives of the

municipal council and promote ways of improving communication between business units. The municipality will: Maintain a strong two-way flow of information within the council that supports and encourages teamwork, trust and loyalty; and

Ensure that the councillors and staff are informed of all appropriate decisions, policies, programs, events and issues in a timely, accurate and consistent manner.

The outcome of the Municipality's objective must clearly result in the Municipality keeping the community **informed** about issues relating to the Municipality, to **involve** them in the affairs of the municipality and lastly and extremely importantly, to **consult** them on important issues in accordance with the various statutory enactments regulating the relationship between the Municipality and the community it serves.

2.5.3. Key communication principles

The Municipality is committed to communicate professionally with individual community members, civil society organizations, other stakeholders and role players, as prescribed by legislation, and will therefore ensure that:

Clear communication plans are in place for everything it does in order to maximize public information and minimize confusion.

Communication with the community both written and oral will be conducted in languages, which are predominantly spoken in the area of jurisdiction or the municipality.

It communicates clearly, openly, accurately and regularly, other stakeholders and role-players in order to promote mutual understanding, and give a better service to the community.

All communication is open and honest, purposeful and time emus particularly in relation to consultation and decision-making.

Enquiries from the media and the community are dealt with and responded to in a timely, accurate and appropriate manner.

All communication and promotional material issued by the municipality is branded and therefore clearly identifiable as having come from the Municipality Council, and includes key contact details.

All communication is prepared in line with other appropriate council policies concerning freedom of information, data protection, fairness and equality, customer care and environmental sustainability.

An overriding feature of these key principles in that the Municipal Council will take into consideration any input comments and criticisms of the community, civil society organisations, other stakeholders and role players in respect of municipal policies, procedures, systems, programs or infrastructure developments and service delivery issues.

2.5.4. Message and themes

The message to be conveyed to the community will depend on the Municipality's statutory and moral obligation to:

Inform, consult and involve the community in those issues prescribed in, inter alia, the:

Constitution of the Republic of South Africa Act, 1996

Local Government: Municipal Structures Act, 1998

Local Government: Municipal Systems Act, 2000

Local Government: Municipal Finance Management Act 2003

Local Government: Municipal Property Rates, Act 2004

Inform the community of imminent issues that may impact either positively or negatively on them;

Make the community aware of a problem;

Encourage the community to take action;

Request and encourage the community to become involved in the actual planning/development of the issue at hand;

Provide feedback on issues in respect of which the community was involved or consulted.

Furthermore the message will also outline the procedures that will be followed by the Municipality when communicating with the community and set out the mechanisms, procedures, processes and structures that must be used by the community when communicating with the Municipality so that the community is left in no doubt as to the time, place and manner of continuous interaction with the Municipality. Lastly the message will stress the importance, the benefits to be gained from and the responsibility of the community to involve itself in the affairs of the municipality.

Some of the vehicles and tools for delivering the message will be:

Public Meetings

Izimbizos

Open council meetings

House to house visits

Road and radio talk shows and broadcasts

Media and public notices

Briefings

Internet

Video and audio presentations

Mailing information

Presentations

Telephone

Municipal

Newsletter

Exhibition

To ensure that the communication function is properly coordinated and implemented, the Municipality will establish a Public Participation Unit/Communication Unit in the Office of the Municipal Manager. The unit will have direct links to the Office of the Mayor and the Speaker as depicted in the Communication/Public Participation Organization Structure. The Unit shall be administratively accountable to the Municipal Manager and shall assume responsibility for:

Internal and external communication

Media and stakeholder liaison

Media production

Marketing and branding

The Unit shall have:

Access to the executive committees and other decision-making bodies of the Municipality.

Hold regular communication guidance to the Municipality.

Conclusion

The Municipality is committed to ensuring that the community becomes actively involved in the affairs of the municipality in accordance with the principles enshrined in the Constitution of the Republic of South Africa and the other statutory enactments referred to in this document, and trust that this Communication Strategy will ensure broad based community involvement in the governance of the Municipality.

2.6. Governance

2.6.1. Inter-Governmental Relations (IGR)

Unfortunately for our municipality, we do not enjoy as much support from other government departments as we should. The IDPRF are called every year but the attendance of other departments is always questioned and even the kind of delegates they send to these meetings. The information,

especially sector plans requested by the municipality are always hard to obtain from other government departments.

2.6.2. Risk Management

Presently, the eDumbe municipality does not possess a Risk Management Policy but will be developing one in the 2013/2014 Financial Year.

2.6.3. Fraud and Corruption

Presently, the eDumbe municipality does not possess a Fraud & Corruption Strategy but will be developing one in the 2013/2014 Financial Year.

2.6.4. Public Participation

Public participation and consultation occurred in the form of stakeholder interview, workshops, road-shows and representative forum meetings. Interviews categorized as follows:

Zululand District Municipality, which is responsible for the provision of bulk infrastructure, district planning, local economic development, etc

Provincial governments such as Department of Agriculture, Social Welfare and Development, Health etc.

National government such as the Department of Land Affairs and the Regional Land Claims Commission.

Road-shows were intended to facilitate a process of prioritising projects for the 2012/2013 IDP and Budget. They also provide an opportunity for the senior municipal officials to engage with communities in terms of projects that have been implemented and further activities to ensure the sustainability of such projects.

eDumbe Municipality's Public Participation Plan is attached as Annexure ?

2.6.5. Customer Care

Customer care involves putting systems in place to maximise your customers' satisfaction with your business. It is important to note that a municipality can be seen in the same light as that of a business since it renders services to its people (customer) and also receives or collect revenue for certain of

these services. Therefore, it should be a top priority for every municipality to develop a 'customer care policy', like eDumbe Municipality has done.

A huge range of factors can contribute to customer satisfaction, but your customers - both consumers and other businesses - are likely to take into account:

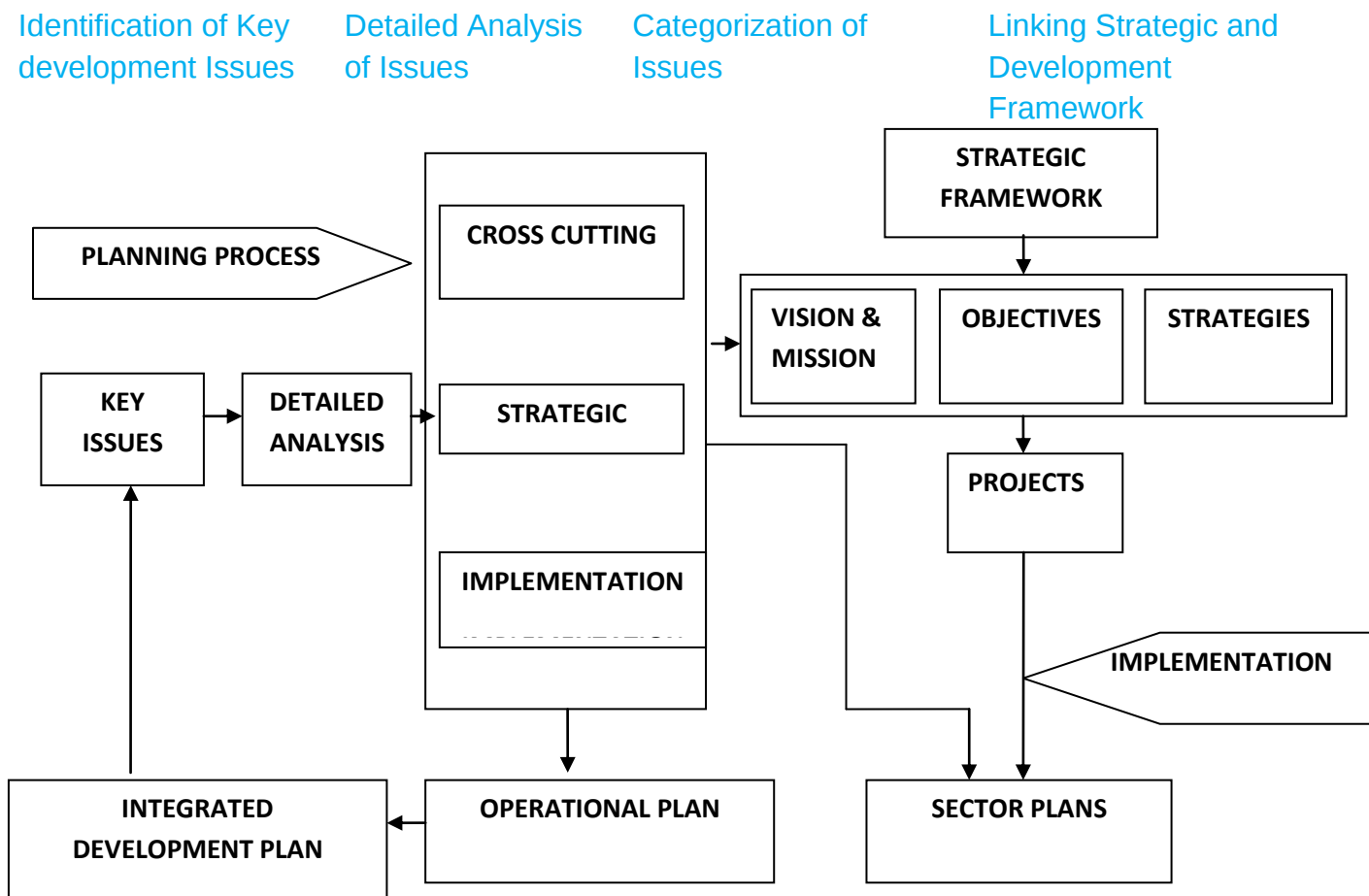
- how well your product or service matches customer needs
- the value for money you offer
- your efficiency and reliability in fulfilling orders
- the professionalism, friendliness and expertise of your employees
- how well you keep your customers informed
- the after-sales service you provide

eDumbe Municipality's Customer Care Policy is available on the municipal website www.edumbe.gov.za

2.6.6. Planning Processes

The following figure illustrates the process that eDumbe follows when developing its IDP

Figure 8: Planning Process



2.7. S.W.O.T Analysis

KPA: Municipal Transformation and Institutional Analysis	
Strengths	Weaknesses
• Municipal Manager appointed • All critical posts filled • Directors appointed have signed performance agreements • All municipal committees are functional [Exco, Council, Portfolio committees, MPAC, cash flow committee, BID committees, etc] • Availability of most policies • Stable political climate • Capacity building is taking place	• Unavailability of gazetted by-laws • Lack of sufficient office space and equipment • Poor IT infrastructure and maintenance
Opportunities	Threats
• Excess fleet and municipal property can be auctioned to the public (MFMA) to help generate income for the municipality. • Bursaries are offered by Mondi in partnership with the municipality • Skills Training for communities	• Non-corporation from sector departments

C.3. Basic Service Delivery and Infrastructure Development

3.1. Water and Sanitation Provision

With regards to water and sanitation provision in éDumbe area, éDumbe Municipality is playing a coordination role whilst the Zululand District Municipality is a Water Service Authority. In striving to provide water and sanitation to the municipalities effective and adequately, Zululand District Municipality has developed the Waters Services Development Plan (WSDP) which is reviewed annually. This WSDP has a technical steering committee which where all affected municipalities are represented so to raised their areas of concern during the review. The WSDP adopted the RDP standard for water

Sanitation in the rural areas of éDumbe is being provided in the form of dry-pit VIP toilets as per the rural sanitation RDP standards which embraces at least 1 dry-pit VIP toilets per households. The strategy is to implement these rural sanitations simultaneously with the roll-out of water services. This will ensure a most effective impact with health and hygiene awareness training.

The current capacity of the rising main line from the existing weir in the Pongola River to the existing Water Treatment

supply by establishing the rudimentary water supply process to expedite the supply of water to all by ensuring that every settlement has access to a minimum of 5L/person/day within 800m walking distance. The rudimentary schemes are a temporally measure which is aimed at reducing the water backlog which establishing the bulk regional schemes in the whole municipal area.

The area of éDumbe has one regional water scheme that has been developed to roll-out water supply to the whole municipal area. The scheme is referred to as Simdlangentsha West Regional Scheme. Simdlangentsha West Regional Scheme has sustainable water source from the nearby Pongola River which cut across the éDumbe Municipal area.

Works at Frischgewaagd Township is 2ML/day. (Supplies Frischgewaagd and Mangosuthu with raw water)

The Current capacity of the existing Water Treatment works at Frischgewaagd town is 3ML/day.

New networks were installed at Frischgewaagd during 2007/2008. The water demand was reduced from the maximum possible supply of 2ML/day to 0.7ML/day.

The balance of the water (1.3ML/day) is consumed by Mangosuthu (with only 20% of the population of Frischgewaagd). High water losses are evident.

The construction of new networks at Mangosuthu is currently being constructed. Construction includes metered yard connections and consumers will be restricted to 200 litres per household. Consumers will be able to register for a higher level of service, but will be billed for the balance. The estimated cost to complete the networks at Mangosuthu is R31M. Currently funding of only R6M per year is available.

In the near future Frischgewaagd will also be restricted to 200 litres per day, with the option to register and pay for a higher level of service.

Once the networks at Mangosuthu are completed, a new rising main line from the Pongola weir to Frischgewaagd will be constructed.

The Frischgewaagd Water Treatment Works will be relocated to the Pongola River Weir.

Treated water will be distributed to Ezimbomvu, Tholakela, Mangosuthu and Opuzane.

The biggest challenge is to obtain funding for the proposed developments. Funding of more than R120M will be needed just to supply Frischgewaagd and Mangosuthu with treated water. Currently only R6M per year is available for the development of Simdlangenstha West.

3.1.1. Water Infrastructure Roll-out

Table 20: Water Infrastructure Roll-out

LOCAL MUNICIPALITY	YEAR SERVED	SETTLEMENT NAME	WARD	HOUSEHOLDS SERVED
eDumbe Local Municipality	2012	Mqwanya	2	323

3.1.2. Sanitation Services Roll-out

Table 21: Sanitation Services Roll-out

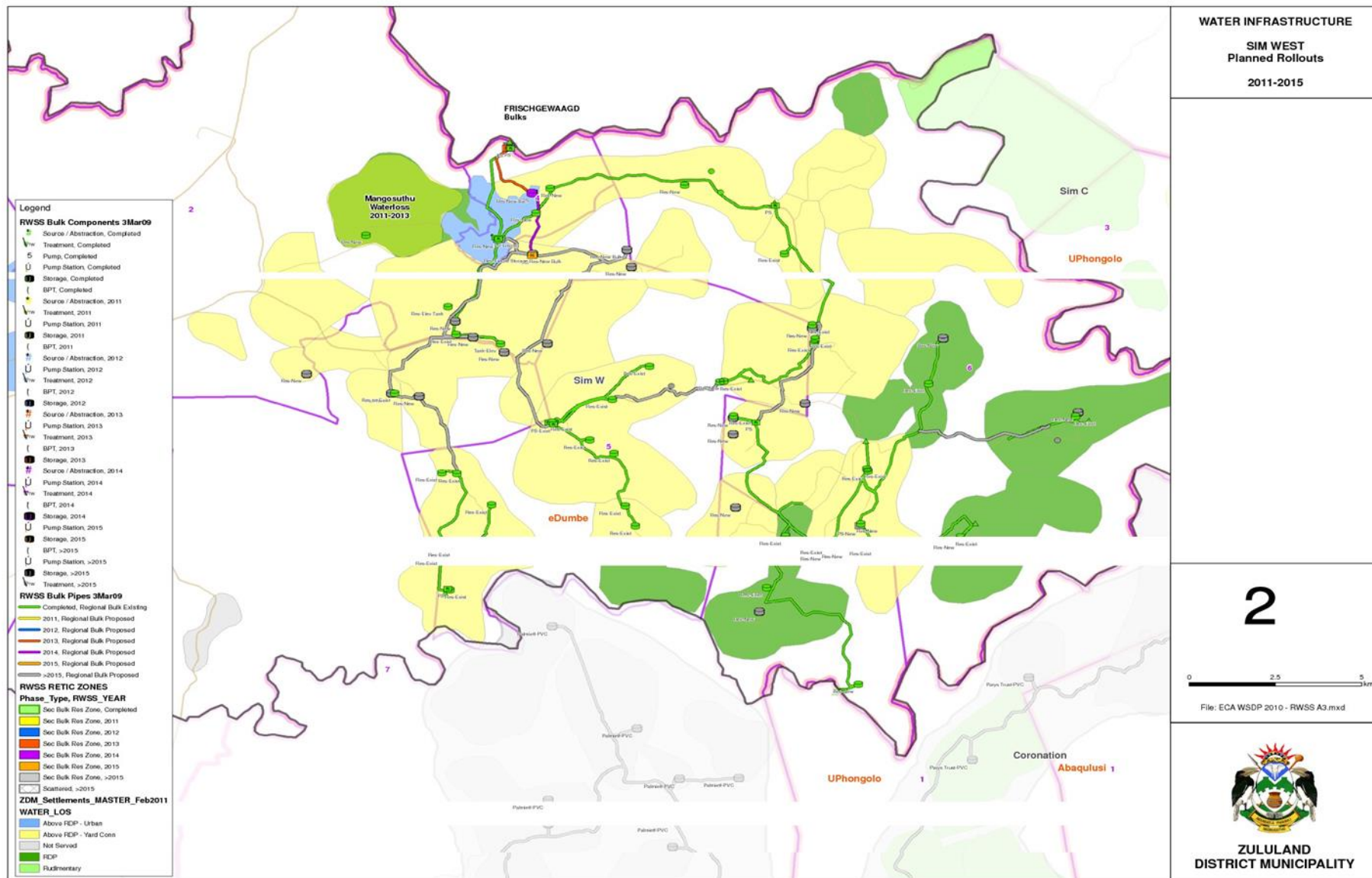
LOCAL MUNICIPALITY	YEAR SERVED	SETTLEMENT NAME	WARD	HOUSEHOLDS SERVED
eDumbe Local Municipality	2012-2013	Ntungweni	6	186

3.1.3. Rudimentary Services Roll-out

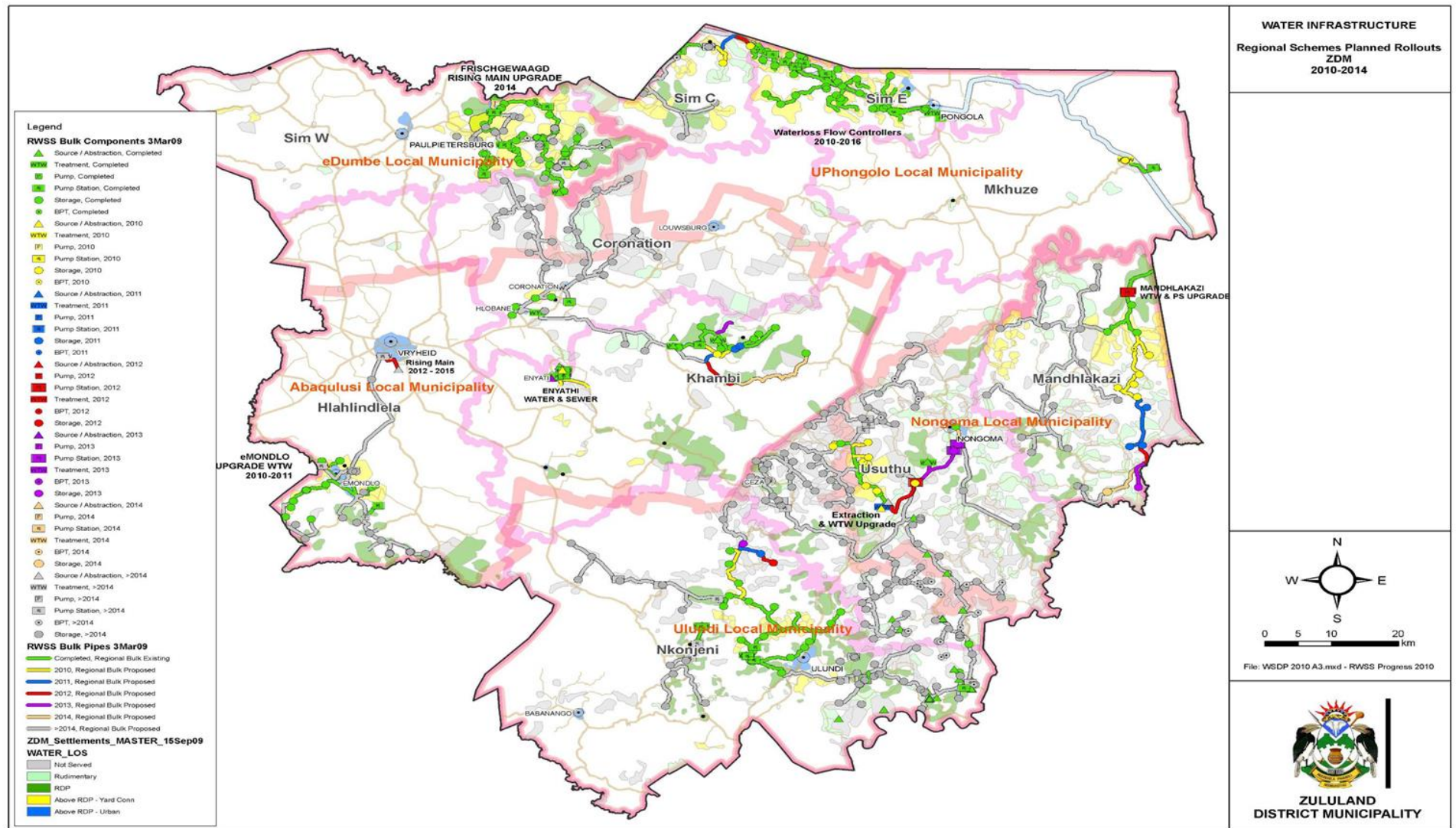
Table 22: Rudimentary Services Roll-out

LOCAL MUNICIPALITY	YEAR SERVED	SETTLEMENT NAME	WARD	HOUSEHOLDS SERVED
eDumbe Local Municipality	2012-2013	Obivane 2	1	20
	2012-2013	Palmietfontein 5841(Mbhambazo)	7	21
	2012-2013	Baqulusini 5	7	15
	2012-2013	Mahloni	7	100
	2012-2013	New	7	22
	2012-2013	Bella Vista	1	16
	2012-2013	Mthingana	7	38
	2012-2013	Palmietfontein (Kwambilimbhaga)	7	52
	2012-2013	Palmietfontein (Rondsring 137, Kwambhedleni)	7	23
	2013-2014	New	1	23
	2013-2014	New	7	36
	2013-2014	Boschkran	1	13
	2014-2015	Palmietfontein (Rondsring 137, Gezhlala)	7	8
	2014-2015	Baqulusini 4	7	42
	2014-2015	Ekhombela	1	67

Map 3: Roll-out of water services in the Simdlangentsha West Regional Scheme over the next 5 years



Map 4: Roll-out of water services in the district over the next 5 years



WATER INFRASTRUCTURE

**Rural Sanitation
Planned Rollouts**

2011-2013

Legend

ZDM Settlements

SAN_YEAR

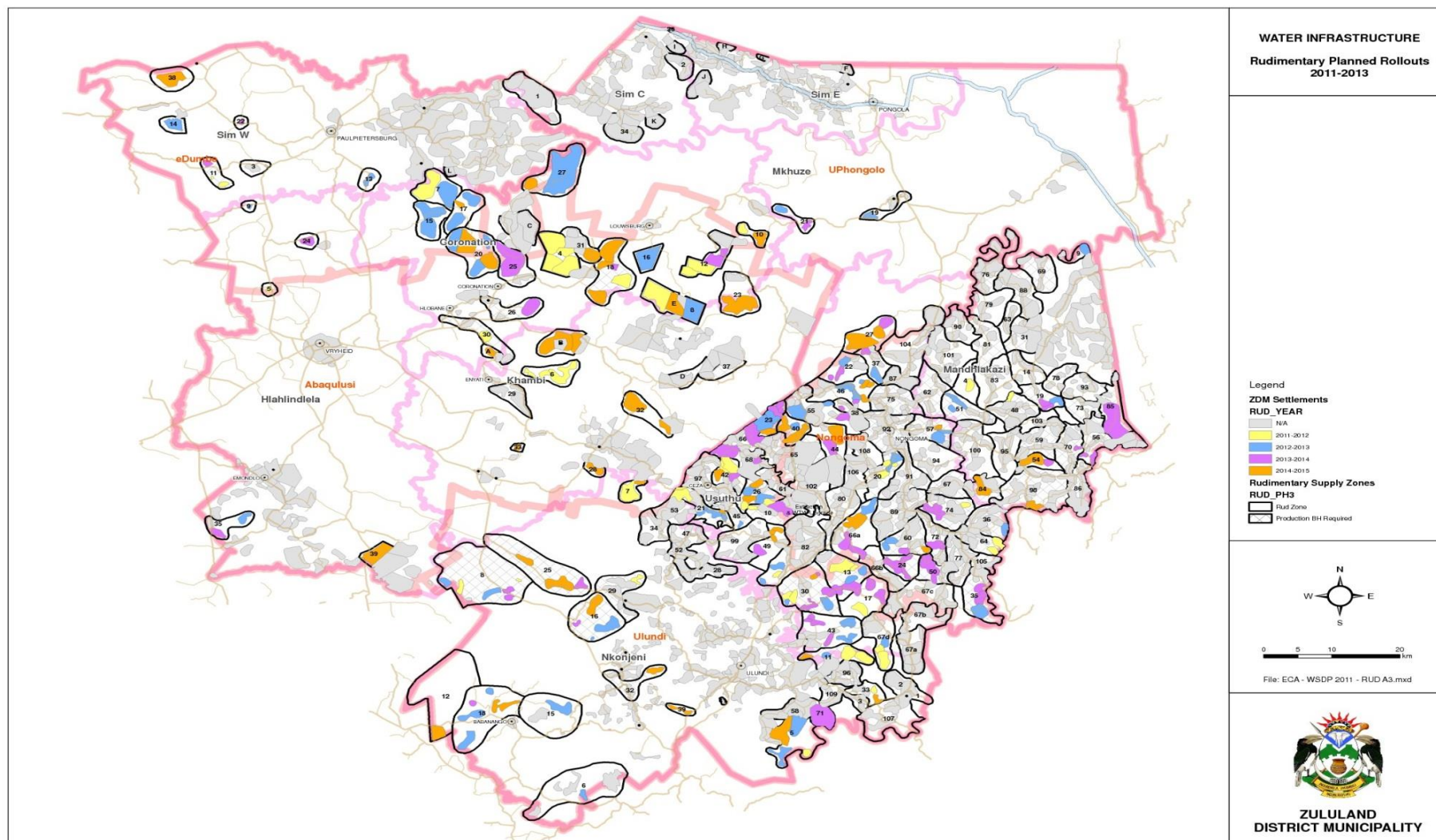
- 2011-2012
- 2012-2013
- 2013-2014
- Complete
- Phase 2

0 5 10 20 km

File: ECA - WSDP 2011 - RUD A3.mxd

**ZULULAND
DISTRICT MUNICIPALITY**

Map 6: Roll-out of rudimentary services in the district over the next 3 years



The Zululand District Municipality has adopted a Free Basic Water Service policy as follows:

All households will receive six kilolitres of potable water free of charge for domestic use.

Industrial, commercial and institutional consumers do not qualify for free basic services.

All water supplied from standpipes and rudimentary system will be free.

3.1.4. Water and Sanitation Backlogs

Table 8 below indicates the status of the eDumbe Municipality with regards to water and sanitation backlogs.

Table 23: Water and Sanitation Backlogs

Service	Total Households	Backlogs	% Backlogs	% of Total Backlogs
Water	15 011	3 161	21.1%	6.1%
Sanitation	15 024	962	6,4%	1,5%

Source: ZDM WSDP 2011/2012

The sanitation backlog has been addressed to a large extent during the past 5 years. The bucket system has been completely eradicated and most households within the

municipal area currently have access to sanitation at a RDP standard. The table above illustrates the fact that most of the household within eDumbe municipality are having access to pit latrine form of ventilation as 78% of household are still having pit latrine with and without ventilation. The sanitation system that is the flush toilets largely found in ward 3 Paulpietersburg is currently a problematic system since it is a septic tank system. The municipality has played a fundamental role in eradicating the bucket system but still need to do away with the septic tank system which creates a very unhealthy atmosphere for the people of eDumbe. The eDumbe Municipality is negotiating with the Zululand District Municipality to establish a water borne sanitation system which will be able to handle future development pressures. A possible water borne sanitation system study was commissioned by eDumbe Municipality in 2007, now the eDumbe Municipality has received the blessings from the Zululand District as the water service authority to source funds for the sanitation infrastructure development. The Paulpietersburg urban area is expecting the Shopping Centre and Middle income housing as per the previous IDP review, therefore the current water and sanitation system needs to be upgraded to meet the needs of the proposed development. If these demands are not met, it makes it difficult for eDumbe Municipality to attract investors to come and invest in development of eDumbe as suggested by our LED Plan.

3.1.5. Access to Water and Sanitation

Table 9 and 10 below indicates the status of the eDumbe Municipality with regards to the access water and sanitation.

Table 24: Access to Water

WATER	None or Inadequate	Rudimentary	Communal standpipes	Yard connections	Total
		<RDP	RDP	>RDP	
Urban	0	0	0	6 162	6 162
Rural	2 763	949	1104	4 033	8 849

Source: ZDM WSDP 2010/2011

Table 25: Access to Sanitation

SANITATION	None or Inadequate	Rudimentary	Communal standpipes	Yard connections	Total
		<RDP	RDP	>RDP	
Urban	0	0	595	5 567	6 162
Rural	962	7 743	144	0	8 849

Source: ZDM WSDP 2010/2011

District as the Water Services Authority is working hard to ensure that we meet national targets of having everyone getting access to piped water by 2014. Simdlangentsha West

regional scheme is experiencing various challenges that either impact on the sustainability of existing infrastructure or influence the roll-out of new infrastructure to communities yet to be served. As the plan to eradicate water and sanitation backlog facing eDumbe Municipal area, critical issues related to the above have been identified for Simdlangentsha regional scheme and are discussed in more detail below:

The current capacity of the rising main line from the existing weir in the Pongola River to the existing Water Treatment Works at Frischgewaagd Township is 2ML/day. (Supplies Frischgewaagd and Mangosuthu with raw water)

The Current capacity of the existing Water Treatment works at Frischgewaagd town is 3ML/day.

New networks were installed at Frischgewaagd during 2007/2008. The water demand was reduced from the maximum possible supply of 2ML/day to 0.7ML/day.

The balance of the water (1.3ML/day) is consumed by Mangosuthu (with only 20% of the population of Frischgewaagd). High water losses are evident.

The construction of new networks at Mangosuthu is currently out on tender and construction of the first phases will start during April 2010. Construction will include metered yard connections and consumers will be restricted to 200 litres per household. Consumers will be able to register for a higher level of service, but will be billed for the balance. The estimated cost to complete the networks at Mangosuthu is R31M. Currently funding of only R6M per year is available.

In the near future Frischgewaagd will also be restricted to 200 litres per day, with the option to register and pay for a higher level of service.

Once the networks at Mangosuthu are completed, a new rising main line from the Pongola weir to Frischgewaagd will be constructed.

The Frischgewaagd Water Treatment Works will be relocated to the Pongola River Weir.

Treated water will be distributed to Ezimbomvu, Tholakela, Mangosuthu and Opuzane.

3.2. Solid Waste

Zululand District Municipality has compiled a Waste Management Plan for the area under the District Municipality's jurisdiction. The investigation was done by identifying the larger towns, settlements and major hospitals in the study area and conducting site visits to obtain first-hand information on the following:

Population

Waste generation

Method of collection

Method of disposal

Disposal sites

Level of service

This financial year will see the eDumbe municipality lease 2 waste disposal trucks; one used to service the areas of Bilanyoni and Mangosuthu, and the other one used to service the areas of eDumbe Location and Paulpietersburg.

The older trucks will no more be in operation due to high maintenance costs, unhygienic practices and the slow pace in which it operates.

Below is the table showing comparison data from Census 2001 and Census 2007 showing the percentage distribution of households by type of refuse disposal.

Table 26: Percentage distribution of households by type refuse disposal

Refuse Collection	Census 2001	CS 2007
Removed by Local Municipality		
At least once a week	27.0%	12.2%
Less often	0.6%	5.0%
Communal refuse dump	0.4%	1.3%
Own refuse dump	49.7%	60.8%
No rubbish disposal	22.2%	20.7%
Other	-	0.0%
Total	100%	100%

Source: Census 2001 and CS 2007

A summary of the findings regarding the eDumbe Municipal area is as follows:

Paulpietersburg

The existing site is in an unacceptable state from an environmental point of view and will have to be rehabilitated and closed. There is a possibility of disposal at Frischgewaagd /Bilanyoni, but this will require a change in the collection fleet since it is too far to drive with a tractor/trailer combination. eDumbe Municipality has commissioned a study of the development of Environmental Management Plan which will encompass the closure and the reopening of the proper waste disposal site in an environmental friendly site for Dumbe/Paulpietersburg area. The municipality has appointed NEDA as the service provider to carry out the study.

Bilanyoni

Based on the current disposal rate, the landfill has a life of at least 50 years. The site is properly designed, but needs serious upgrading. The status of the registration permit needs to be finalised.

3.2.1 Proper collection services

Community awareness and education on waste management in the area is highly needed and essential i.e. containers, fence was stolen and the landfill was vandalised. Therefore community needs to understand why these facilities are made available. The existing landfill site needs to be upgraded to

comply with the relevant legislation i.e. National Environmental Management Act (NEMA).

3.3. Cemeteries and Cremation

The municipality has got 5 cemeteries [Ward 2, ward 3, ward 4, ward 5 and ward 8]. Currently the municipality only services ward 3 and ward 4 cemeteries in terms of digging the graves and maintenance of the cemeteries. The function of grave digging lies with the Technical Services Department whereas the maintenance budget lies with Community Services [but the personnel are from Technical Services].

3.4. Municipal Public Transport

Paulpietersburg/Dumbe is the focal point of bus and taxi transport. There is currently only one bus service operating in the Paulpietersburg/Dumbe area which is the Midlands Bus service, although the Greyhound bus passes through Paulpietersburg on a daily basis. There is one association, the Zamokuhle Taxi Associations. An airstrip lies to the south west of Paulpietersburg. There is also a coal railway line which runs through the municipality. This however does not

see much use any more with the closure of the mines. Forty five percent of the population travel on foot, making this the dominant mode of travel in the municipality. All other modes of transport play only a minimal role currently in terms of people's travel methods to work. A large percentage of the population (49%) answered in the not applicable category to this question, possibly indicating the low levels of employment in the area.

There is only one informal taxi rank located in the Municipality and this is in Paulpietersburg and services the entire municipality. The site is off-street however there is insufficient space to accommodate all the taxi's, especially during peak periods where the taxi's and commuters spill over into the streets. The Paulpietersburg Rank has no electricity, telephone, office or ablution facilities. In the whole of the local municipality 197 public transport facilities have been identified, only three of which are paved and seven of whose condition of facilities may be considered fair. Only five of these public transport facilities are formal and the majorities are informal stopping points along routes, usually at junctions or intersections. [ZDM Current Public Transport Report]. This sector has huge potential to be further developed especially in terms of improving bus and taxi services and facilities and which can provide employment opportunities and scope for small business development. The development of taxi ranks can encourage associated commercial and market development in key areas. The Municipality has also identified

the need to develop taxi ranks and bus terminals in Paulpietersburg/Dumbe and the other primary nodes such as Mangosuthu.

3.5. Municipal Roads

One of the major problems that the eDumbe municipality battles to sort out every year is the issues surrounding its roads. The major stumbling block preventing the municipality from providing good standards of roads have been the cost implications involved. Nevertheless, the municipality on an annual basis strives to ensure that budget allocations are prioritised into sorting out the roads.

It was noted that in the 11/12 financial year, if street backlogs were to be addressed, it would cost approximately R40 500.000.00 and this applies only to the provision of gravel roads, were as surfaced roads would cost at least double the abovementioned figure.

The following is an indication of the roads that are within eDumbe:

121.034 KM. of surfaced road network owned by DOT

379.013 KM. of unsurfaced road network owned by DO

64.056 KM. of unsurfaced road network owned by eDumbe

74.830 KM. of surfaced street network owned by eDumbe

64.056 KM. of unsurfaced street network owned by eDumbe

3.6. Access to Electricity/Energy

Service delivery in eDumbe municipality remains a challenge as indicated by the Census 2001 statistics in the tables below. Levels of delivery differ greatly by ward with many households especially in the townships and tribal areas having low levels of access to electricity. These backlogs have been addressed since 2001, especially regarding electricity, water and sanitation, to such an extent that in some areas they have been totally eliminated, albeit mostly at a RDP standard.

The following tables show comparison of data between Census 2001 and CS 2007 in terms of energy distribution per household:

Table 27: Percentage distribution of households by type of energy/fuel used for Heating

Type	Census 2001	CS 2007
Electricity	31.3%	57.9%
Gas	1.1%	-
Paraffin	1.6%	0.3%
Candles	64.9%	40.6%
Solar	0.3%	0.3%
Other	0.8%	0.9%
Total	100%	100%

Table 28: Percentage distribution of households by type of energy/fuel used for Lighting

Source	Census 2001	CS 2007
Electricity	12.6%	20.6%
Gas	1.4%	0.9%
Paraffin	5.8%	1.3%
Wood	78.2%	73.3%
Coal	0.5%	0.8%
Solar	0.2%	0.3%
Other	1.3%	2.8%
Total	100%	100%

Table 29: Percentage distribution of households by types of energy/fuel used for cooking

Source	Census 2001	CS 2007
Electricity	13.1%	25.8%
Gas	2.7%	1.4%
Paraffin	8.6%	5.3%
Wood	73.8%	66.3%
Coal	0.7%	0.8%
Solar	0.2%	0.3%
Other	0.4%	-
Total	100%	100%

Source: Eskom and Census 2001

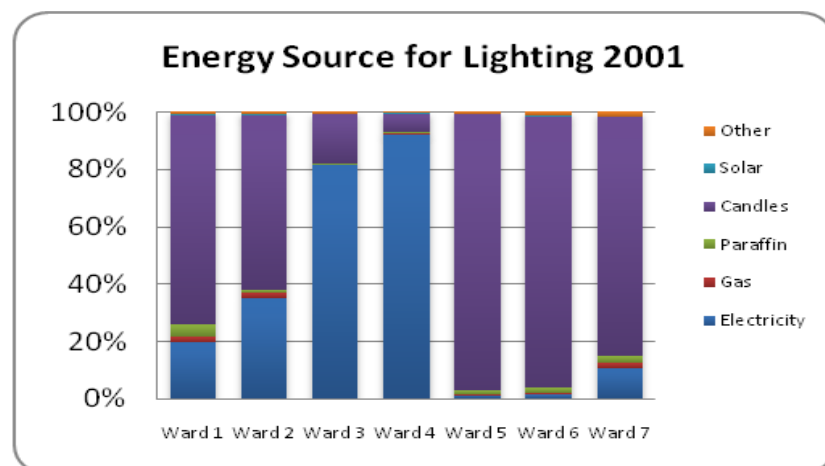


Figure 9: Energy Source for Lighting

The above diagram shows the energy source for lighting per ward based on the 2001 statistics from Census. There has been an improvement in the access / distribution of electricity within eDumbe from 2001 to 2007, therefore the backlog gap is being addressed. There will be a slight change in the figures regarding the number of households with access to electricity in ward 3 as the municipality has received the funding to electrify 380 households in Dumbe location. The Municipality is also in the process to apply for the extension of the licence area so that it can assist where Eskom has financial constraint to cover.

According to Zululand District Municipality, the status of electricity in eDumbe Municipality is reflected as follows:

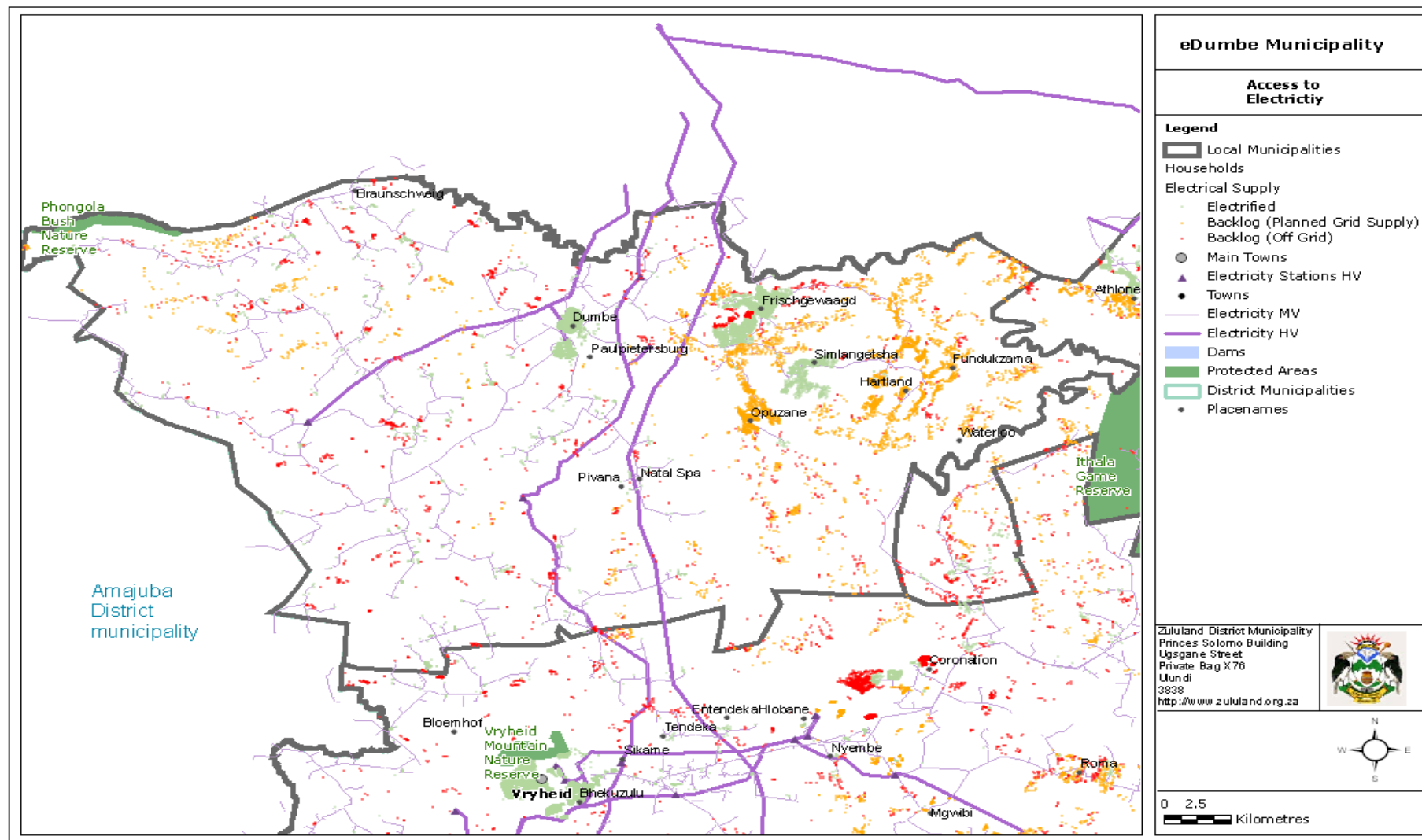
Table 30: Electricity status

Electrified		
Household	Population	Percentage %
8596	58135	57%
Backlog - Planned Grid Supply		
Household	Population	Percentage %
4492	30379	30%
Backlog - Off Grid Supply		
Household	Population	Percentage %
1930	13053	13%

Source: ZDM

The Map below shows the level of access to electricity in conjunction with the electricity network in the municipal area:

Map 7: Access to Electricity



3.7. Access to Community Facilities

The spatial distribution of Social Facilities has a connotation of imbalances at éDumbe municipality. This is caused by the fact that most social facilities are situated in urban areas whereas people in rural areas which constitute large porting of éDumbe areas are still having no access to social facilities. Most rural people have to travel long distances to urban areas in order to access public facilities. However, eDumbe Coucnil has adopted a strategy of erecting community facilities in each financial year during the current 5 year term of office. Each year there are community hallsa, creachs, sport fields, briedges and causeways that are being built from the MIG funding that the municipality is receivening . it must be noted that the amount of MIG funding that eDumbe municipality receives every year if far too less to eradicate the backlog that the Council is facing with regards to the social and community facilities.

The following tables indicate the availability of social and community facilities in èDumbe municipality:

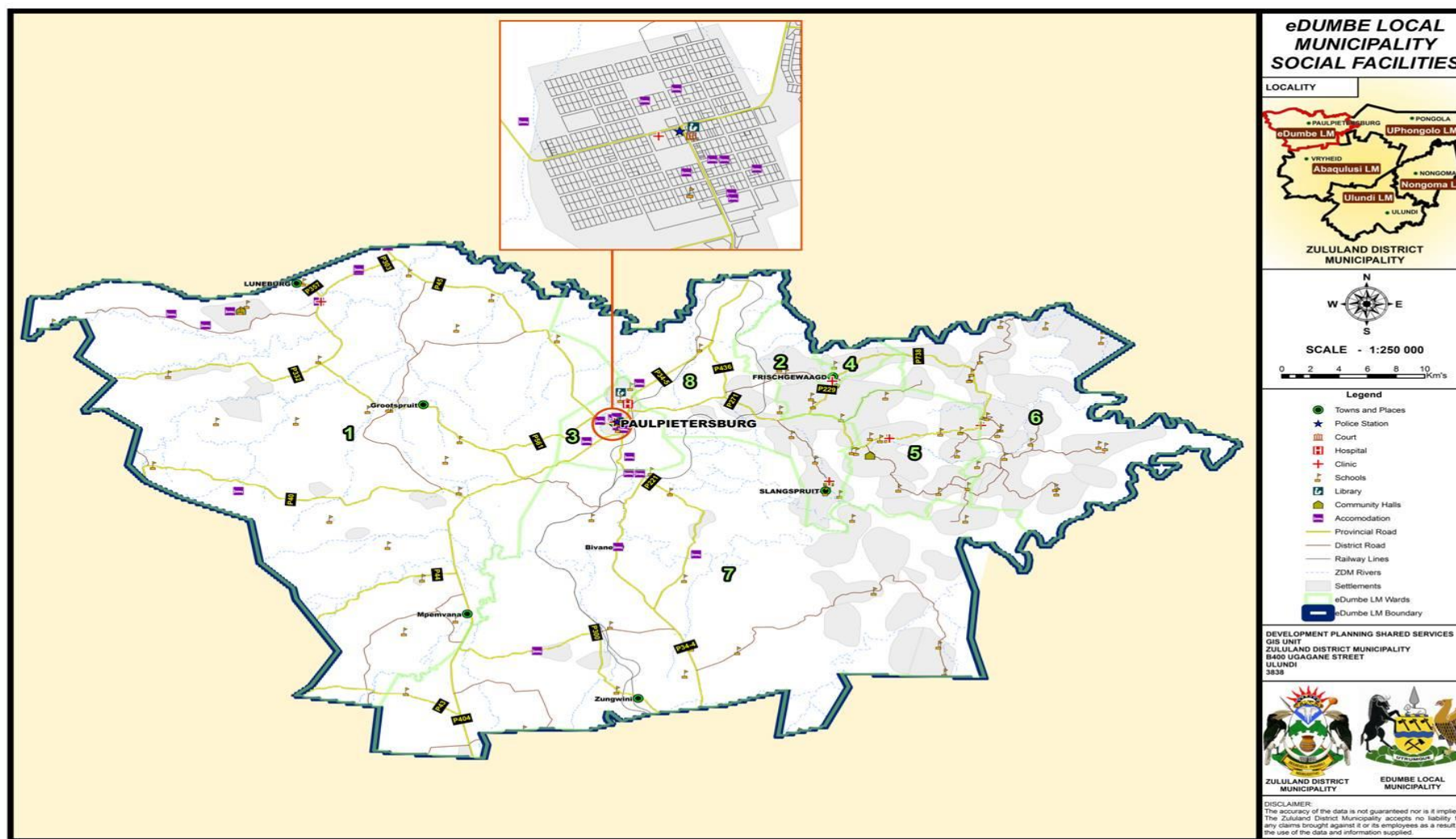
Table 31: Number of Social Facilities

Social Facilities	
Schools	80
Clinics (Including Community Health Centre)	7
Shops in Rural Areas	39
Police Stations/Satellite office	2
Recreational Facilities	9
Old Age Home	1
Community Halls	8
Post-Offices	1
Crèche's (Formal and Informal)	30
Law Courts	1
Hotels, Resorts & Conference Facilities	9
Cemeteries	5
Municipal Offices	6
Libraries	2
Tribal Courts	3
Training Centre	1
Sports Facilities	2

Source: éDumbe Municipal Department of Community Services (2010)

The spatial distribution of some Social Facilities is indicated in Map 8 below:

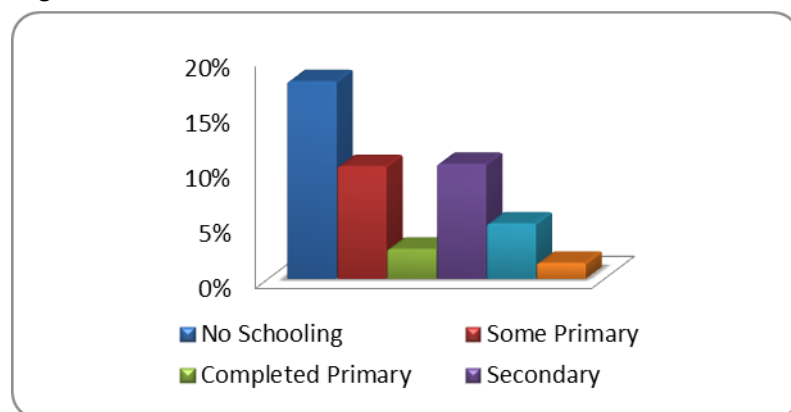
Map 8: Social Facilities



3.7.1 Educational Facilities

The éDumbe municipality area is experiencing a shortage of tertiary education facilities. The Census Survey demonstrates that the schooling at éDumbe municipality therefore consists of Primary schools, Secondary schools and combined school. The municipality is not only facing the problems of shortage of physical education facilities but according to Department of Education it also identifies the shortage of teachers, limited career guidance, non-existent technical colleges in the area, a lack of libraries or laboratories at schools, and maths and science subjects are not properly encouraged at schools. Addressing the backlog as well as the upgrading and maintenance of the existing facilities are the key development challenges facing the education sector. Below is the diagram showing the levels of education in éDumbe area.

Figure 10: Levels of Education



Source: Census 2001

The Diagram above indicates the generally low levels of education of residents over 20 years old that exist in éDumbe. Seventeen percent of the population has no schooling at all; 5% have a matric and only 1.5% possesses any sort of higher education. These averages are generally in line or tend to be slightly better than for the district municipality; however they lag behind provincial averages.

Low schooling levels has serious implications for income generating and employment opportunities among the population of éDumbe and highlights the need for training and ABET programmes. The municipality is currently negotiating with Mthashana FET College to extend its branches to éDumbe there are no tertiary institution. The lack of tertiary facilities hinders to the progress of school leavers as they have to go to other areas for tertiary education. According to information obtained from the Department of Education there are at present a total of 109 educational facilities in the municipal area. These facilities consist of the following:

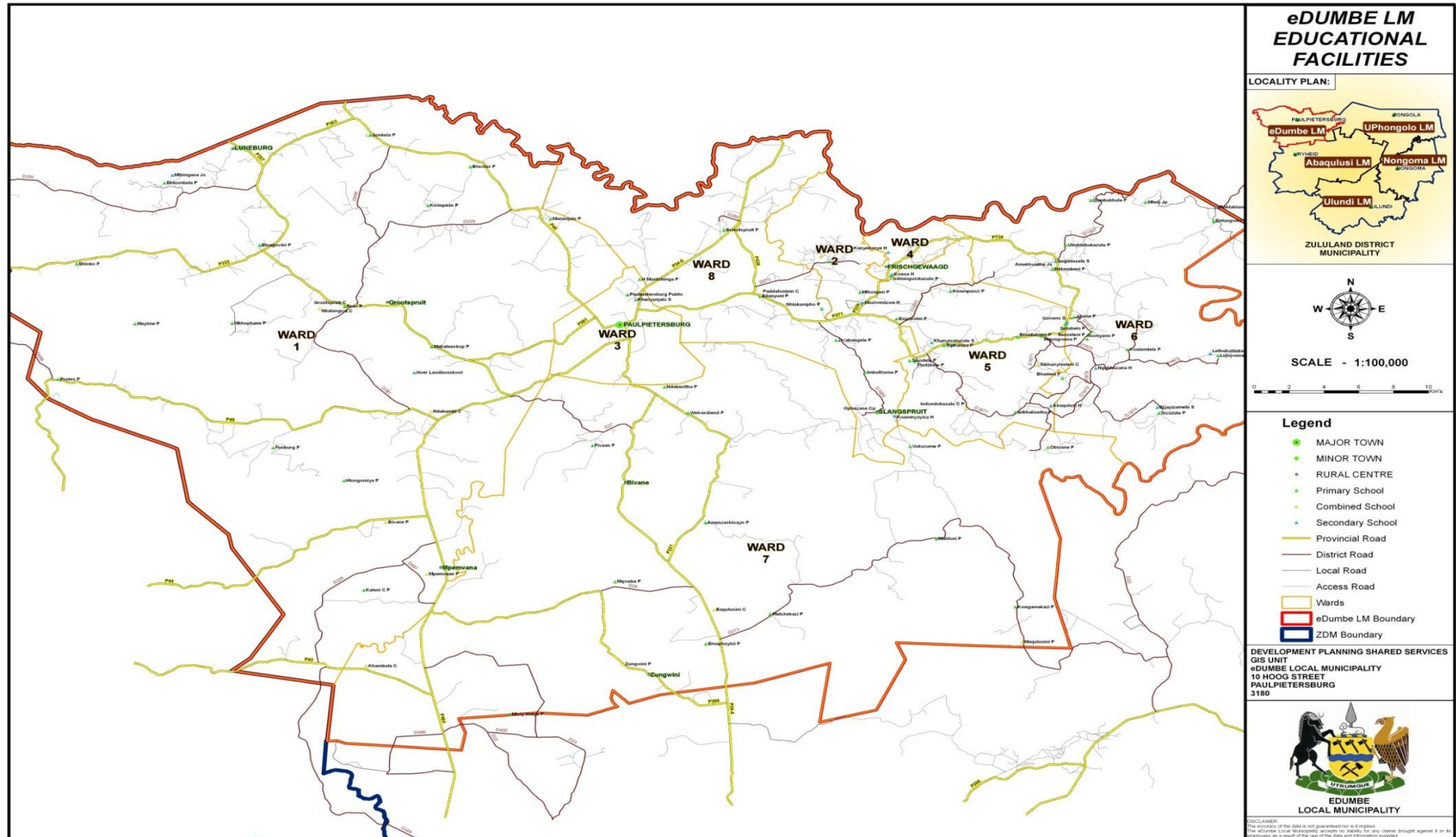
Table 32: Number of Available School Facilities

Facility	Number
Crèche (Formal and Informal)	30
Primary School	72
Secondary School	17
Combined School	5

Source: Department of Social Dev. & Education

The households who's distance is further than 5km from primary school is considered as a backlog and every 3500 people constituting the need for additional primary schools, therefore eDumbe currently requires **6 Primary Schools**. In terms of Secondary Schools every 8000 people constitutes the need for another Secondary School, therefore **6 Secondary Schools** are required. The Existing Schooling facilities both Primary and Secondary Schools are shown in a spatial format in Map 9 below.

Map 9: eDumbe Educational Facilities



3.7.2. Health Care Facilities

There are at present 7 clinics in the municipal area of which the Dumbe Community Health Centre is the best equipped for primary health care. Services of this facility include the following:

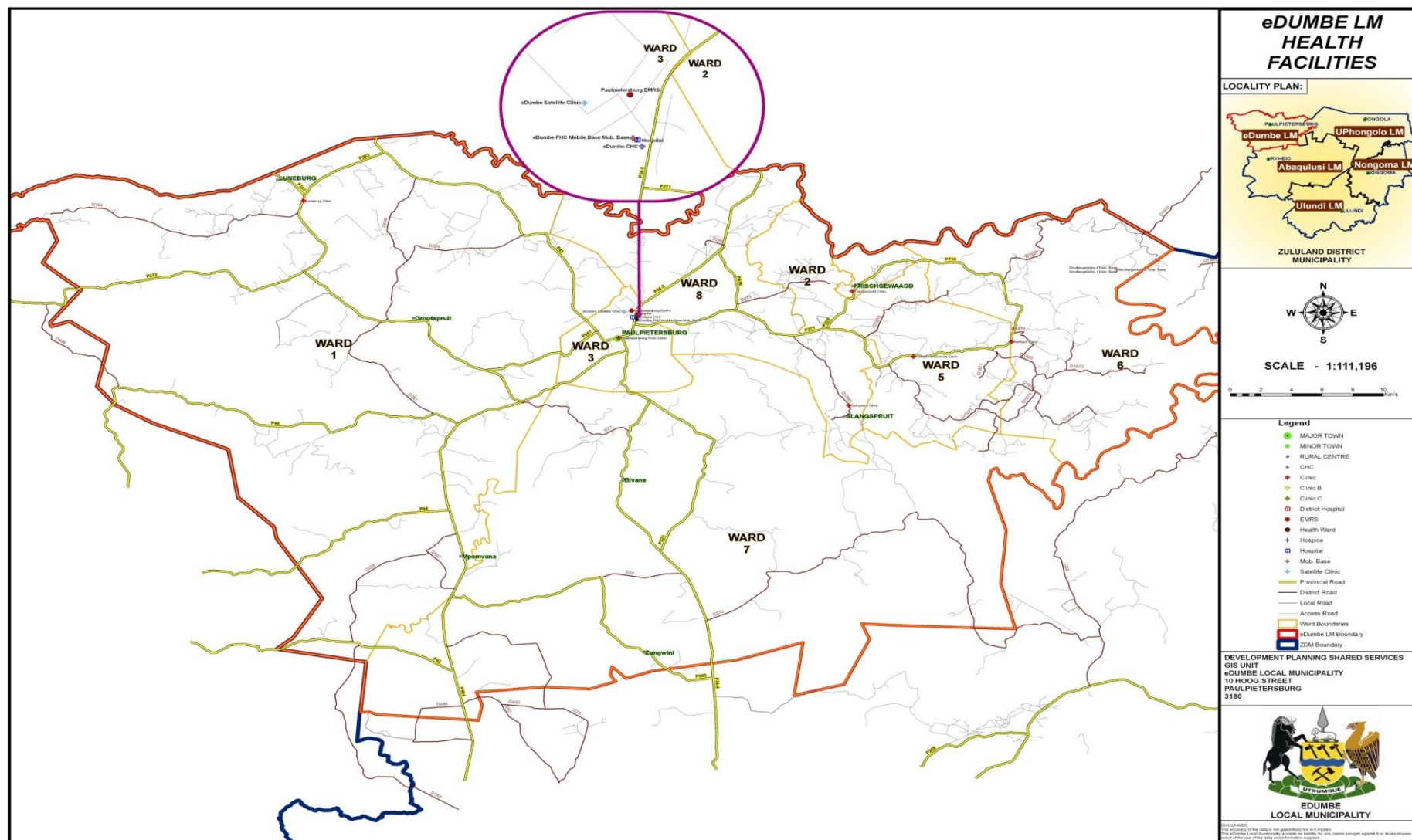
- General medicine,
- An ambulance service,
- Maternity and ante natal care,
- Childcare,
- Family planning
- Immunisation against TB and venereal diseases.
- Mental health care
- X-Ray services
- Laboratory services
- Dental
- Mortuary
- Physio/Occupational health
- Outpatient Services
- Orthopaedic Service
- Emergency Unit

There are also **14 mobile** clinics operating in the rural areas. According to the information obtained from the Community Health Centre this service is expected to be expanded in the future. Thus although the municipal area is fairly well serviced

in terms of primary health care there is a distinct lack of any higher order health functions. The closest hospital is situated in Vryheid which makes it virtually inaccessible to people living in the municipality's deep rural areas. Vryheid is approximately +- 50 Kilometres away from eDumbe.

The households who's distance is further then 5km from Clinic is considered as a backlog, therefore **8 Clinics** are required and for every 100 000 people 1 hospital facility should be provided, therefore **1 hospital** is required for eDumbe. For the existing Health Facilities within the municipal area please refer to Map 10 below.

Map 10: Health Facilities in eDumbe



3.7.3. Welfare Facilities

There is 1 private facility for senior citizens in Paulpietersburg with 24 residential units. The facility has a frail care centre with a full time nurse providing a health care service. However, 1 additional Old Age Home to be situated at Bilanyoni is required as senior citizens from Simdlangentsha West cannot access the existing facility which is situated at Paulpietersburg.

A shortcoming in the municipal area is the lack of a facility for children. With HIV/AIDS affecting economically active adults, the number of households headed by children, destitute children and street children is on the massive increase. This indicates a need for a place of safety as a transitional residence for women and children in distress as well as permanent accommodation for homeless and orphaned children. Funding has been approved for an Orphanage in Tholakele although the relevant sector department has never implemented the project. The municipality together

There are a total of **12 pension payout points** distributed throughout the municipality, making provision for the scattered rural population. The municipality provides these Payout points with drinking water and sanitation facilities on pension pay-out days. There is a great need of improvement and upgrading of social grants payout points or depot with tight security because people might be exposed in robbery situations in such areas. Due to the target group, which is a

very old group, those payout point needs to be resourced with the large number of social workers simple because the target group would not have much power to follow long queues.

3.7.4. Safety and Security

The emergency services in the municipal area are provided on a public-private partnership basis. The KZ261 control centre was formed by the Local Municipality, The Farmers Association & a Security firm, Tango Foxtrot. The contract between the Control Centre and the eDumbe Municipality came to an end and it was renewed hence it is currently under review.

The municipality has one fire-engine for the area. There are currently 12 trained voluntary firemen on 24/7 standby. There are 2 police stations one in Paulpietersburg and other one in Bilanyoni that serve the whole municipal area. Long travel distances from the rural areas indicate that it is crucial to provide a satellite station in the densely populated rural areas such as Bhadeni. There are community policing forums that have been set by South African Police Services in eDumbe area and there are three Tribal Courts (KwaDlamini, kwaMthethwa, kwaNkosi) to ensure the safety and security of the communities. However, as it has been mentioned above, there is a great need for safety and security to be established in all pension payout points. Thus the backlogs of the area includes: insufficient satellite police stations, insufficient

number of police vehicles, poor road networks, poor telecommunication facilities, no record keeping at tribal courts, and poor community consultation.

In order to curb the crime rate, the communities of ward 3 and ward 4 have formed Community Policing Forums as a tool to fight crime in their areas. They work hand in hand with the Paulpietersburg SAPS. During the 2012 / 2013 financial year the municipality has budgeted to assist these forums with their equipment and uniform. The reports from SAPS show that the instances of criminal activities have risen in these two wards [burglary, rape, theft, etc.].

3.8. Post and telecommunication

The Post Office provides postal services in the area with satellite post boxes in the rural areas. However, the post boxes in the rural areas are all currently not operating. In the previous IDP review, it is recommended that the communities at large are engaged in identifying secured areas where post boxes can be rebuilt. However a backlog was identified because the post boxes in the rural area are limited and not widely distributed. This therefore led to a situation where some densely populated rural settlements don't have access to postal services. Having seen this situation, Post Office has embarked on a programme of delivering the mail posts in

each and every door in all rural areas of éDumbe. This process is also of great importance as it allocates numbers to each household for identification purposes. This exercises if going to assist in obtaining the exact number of households in rural areas.

Telkom, Vodacom, MTN and Cell C are four service providers that provide telecommunication services in the area. The communication access is very limited in rural areas. Some rural areas are covered in terms of network coverage whilst the large rural population is not covered hence there is a need for intervention. The municipality is currently in negotiations with Vodacom and MTN regarding the improvement of telecommunication infrastructure such as network towers that can provide network in rural areas.

The éDumbe Municipality has embarked on requiring infrastructure upgrade to improve the town and surrounding areas in terms of Network coverage and IT Services. The Council have been in negotiations with the network service providers including Vodacom and MTN to upgrade and extend their infrastructure. Vodacom has shown a leading interest role as it has already erected the 3G Network Tower in Paulpietersburg as the starting point. Vodacom has also embarked on improving Network coverage especially in the rural areas of Bhadeni area where it is almost impossible to receive any coverage. The following places are currently under Vodacom Planning completion for the beginning of the infrastructure:

Obivane Area near Sikhalisethu Combined School
Mbizeni Area near Mbizeni Combined School

MTN and Cell C have shown interest in the Network coverage surplus being made by Vodacom and have their Planning sections working on the coverage Maps to improve Paulpietersburg and surrounding areas. The Council is working tirelessly in its endeavours of getting the network service provider to extend their coverage to cover all seven wards within eDumbe area of jurisdiction.

Telkom has gone a long way towards providing infrastructure in previously marginalised areas and rural areas in South Africa. It has set a standard of at least **one public phone** within 200m. This standard has not yet been met in the rural hinterland of the eDumbe municipal area and it is regarded as a backlog.

3.9. Poverty

Table 33: Number of people living in poverty in eDumbe

Municipality	2003	2004	2005	2006	2007	2008
eDumbe	72,701	73,112	73,974	73,971	73,820	75,786

Source: Quantec 2011

3.10. Impact of HIV/AIDS (Population Health)

The monthly statistics reports submitted by the municipal clinic sister show that ward 4 is the hardest hit in this municipality. Impact of HIV /AIDS in the municipal area is very detrimental as it leads to child headed household as the mortality rate is very high. Secondly the scope of poverty stricken families is noticeable in the reports submitted by Chairperson of the Operation Sukuma Sakhe taken from the War Rooms visits. The statistics from our clinic show that a vast number of people are on HIV / AIDS and TB treatment. The study done by the National Department of Health concluded that Dumbe was the leading local municipality in the number of people infected and affected by HIV / AIDS.

Table 34: eDumbe population health

Municipality	Number of Household	Total Population	HIV Infected	AIDS Deaths	Other deaths	Sex Ratio
eDumbe	16,419	79,466	12,022	969	634	80.1

Source: Quantec 2011

3.11. Human Settlement

According to Census (2001) and ZDM aerial photography figures (2007), in 2001 the éDumbe households were estimated at 11611 and in 2007 the households were 15024, therefore the household growth rate of éDumbe is estimated at 3413. The table below shows the number of household both in rural and urban areas with its estimated growth in both centres.

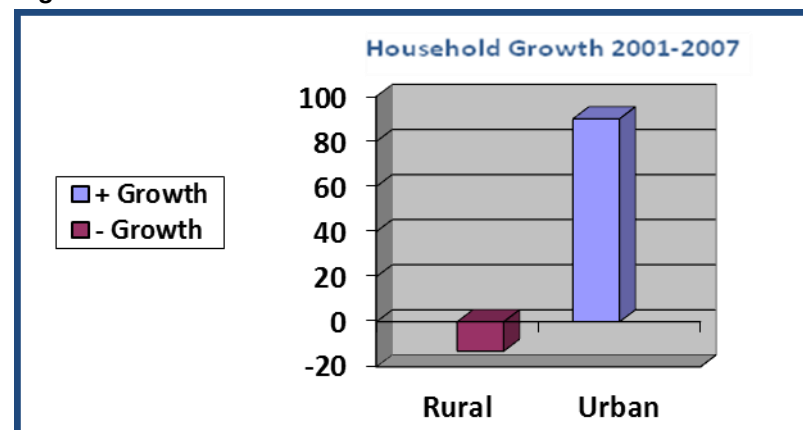
Table 35: Number of Households

Type	2001	2007	Growth
Rural	11097	9843	-1254
Urban	514	5181	4667
Total	11611	15024	3413

Source:* Census (2001) and ZDM Aerial Photograph (2007)

Table clearly indicates that there has been a huge increase in the number of households within the urban areas of the municipality as compared to that of the rural areas where negative growth took place. The main factor contributing to this migration pattern could be that of the social-economic pressures that exist in the rural areas. Most of the rural settlements are small, making service delivery costly. About 25% of the area falls under the jurisdiction of Traditional Authorities, the remainder being privately owned commercial farms, or protected areas. A diagram is provided in respect of urban and rural components of éDumbe Area which is shown in the figure below

Figure 11: Rural - Urban Household Growth



Source:* Census (2001) and ZDM Aerial Photograph (2007)

The figure above illustrates a tendency for the reduction in rural population and a significant positive growth in urban population of éDumbe areas. The urban areas that are experiencing population growth as the results of the rural emigration are Paulpietersburg, Dumbe Location (Mngcelwini) and Bilanyoni areas. The sphere of influence of urban areas is best illustrated by looking at the migratory population flows within the Municipality. Over the past years, there has been a general in-migration of people from the surrounding farms and Simdlangentsha. Dumbe alone has seen an average annual growth rate of 4,3 % p.a. Such migration is believed to be influenced by the search for job opportunities and closer proximity to the service centre.

3.11.1. Housing Projects in eDumbe

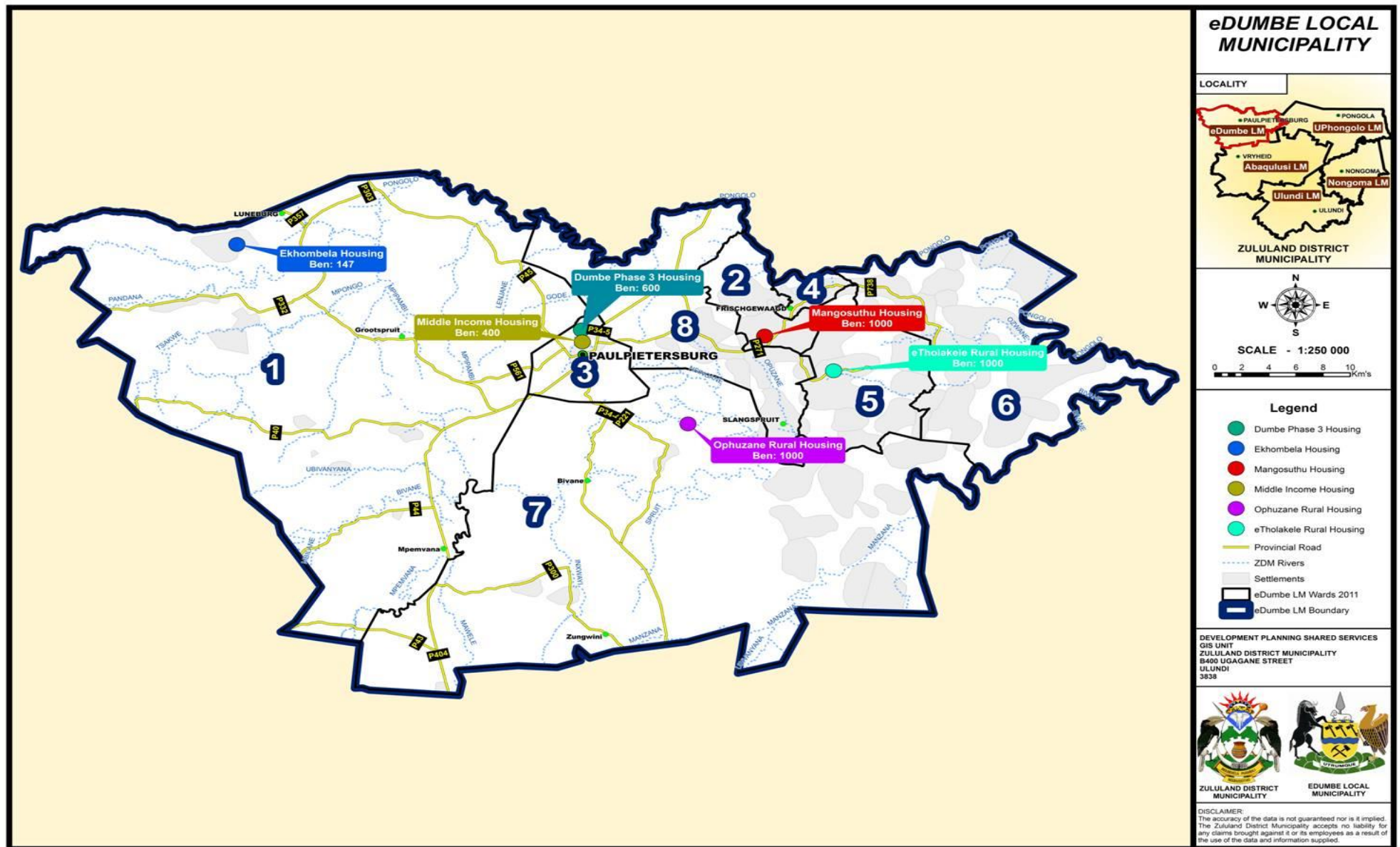
This covers summarized property information on housing projects proposed through the Municipality. There are at present 5 housing projects in various stages of implementation conducted in the municipality. The following table shows the status of the prioritized low cost and Middle Income housing projects.

Table 36: eDumbe Housing Projects

Project	Ward	Number of beneficiaries	Status	Implementing Agents	Co-ordinates
Tholakele Rural Housing Project	5	1 000	Social Compact signed	Umqondo Consulting	S- 27'25"49.6" E- 31'01"04.7"
Ophuzane Rural Housing Project	8	1 000	Social Compact signed	Mogeena Consultants	S- 27'26".742" E- 030'56".064"
Mangosothu Housing Project	2	1 000	Social Compact signed	UmpHEME Developers	S- 20'25"16.00" E- 30'55"23.70"
KwaSteshi Housing Project	1	147	Social Compact signed	Tauris	S- 27'38"84.6" E- 030'58"89.7"
Obivane Mission Housing Project	1	750	TBC	Makhayo Consulting	S- 27'32"36.4" E- 030'41"48.8"
Thubelisha Housing Project	3	1000	Land Identified	Nazoke Consultants	S- 20'06"92.42" E-30'37"04.1525"
Dumbe Phase 3 Housing Project	3	483	Conditional Approval obtained	PDNA	S- 18'228.87" E-31'469.46'
Dumbe Phase 4 Housing Project	3	5000	TBC	TBC	
Mbizeni Housing Project	4	TBC	TBC	TBC	
Obivane Housing Project	7	TBC	TBC	TBC	
Mpucuko	8	TBC	TBC	TBC	
Middle Income Housing Development	3	600	Developer Appointed	Private Developer	S- 18'228.87" E-31'469.46'

Some of these projects are also shown in a spatial format, Map 11 below.

Map 11: eDumbe Housing Projects



3.11.2. Household Size

A clear observation that can be made from the table below is the decline in household sizes over the years. There are many reasons that can be the cause to such a problem such as a decrease in population, due to HIV/AIDS and migration of the locals, as well political and administration problems.

Table 37: Average household size

Municipality	2003	2004	2005	2006	2007	2008	2009	2010
eDumbe	4.99	4.95	4.92	4.90	4.88	4.86	4.85	4.84

Source: Quantec (2011)

3.12. Marginalised Groups

In terms of Women and Elderly people, we have been unable to establish the community forums to lead these programs. We have always had the budget for these programs but we did not have anyone dedicated to execute them. In the 2012 / 2013 financial year, we have been lucky to have an official who will be responsible for Special Programs only and the budget thereof has been set aside.

For Youth Development, the Ward Youth Committees have been established in all wards between April and May 2011. The municipal Youth Council was then formed and officially launched in July 2011. The Chairperson and the Secretary of

the Youth Council represent our municipality in the district Youth Council. In September 2011 our Youth Council was trained on issues of Local Government and functioning of local government.

3.13. Community Development Programmes

Some of the programs that have been identified for the 2013 / 2014 include amongst others the following:

Staging of awareness campaigns on food security,

Poverty and health;

Provision of special poverty alleviation projects;

Provision of material and equipment to Community Safety Forums [CPF];

Special groups programs ,

Sports development

Arts & culture development programs.

3.14. Broad Based Community Needs as per 2013/2014 IDP and Budget Road-shows

Table 38: Community “wish-list” from 2012/2013 IDP Road Shows

WARD 1
Netball and Soccer Poles Grading of Sports ground Job Opportunities Skills centre in Ward 1 Water Electricity Fence for fencing the kraals Transport for scholars More classrooms to be added on and built at Mananjalo Primary School.
WARD 2
Water for all residents Electricity At phase five (5)- grader needed to grade three (3) Jojo tanks to be filled with water Mobile Clinic Changing of Paulpietersburg Town name Agricultural assistance Assistance with food in luncheon clubs
WARD 3
Electricity Emphasis on street lights Water for all households Construction of new roads Repairing of existing roads

Changing of Town Name Naming of Streets Name Dept of Social Development Saterlite Office Egode bridge to Mandakane
WARD 4
Provision of chairs at pension pay points Water provision Electricity Middle income houses RDP Houses Street names Bridge in kwaPolo next the graveyard Cleaning and maintenance of Bilanyoni Sports ground More poverty alleviation Projects Paulpietersburg Town name change Request for Agricultural Hose pipes for vegetable gardens Request for graveyard maintenance
WARD 5
Fence for community gardens Electricity at Obivane Request for water Repairing of existing roads Electricity for certain areas in ward five (5) Changing of town name KwaLubenjane Bridge
WARD 6
Repairing and grading of access roads

Fencing of vegetable garden
 Electricity at Nkembeni
 Apollo lights
 Nursing School
 Transportation
 Request for Bundu Market
 Water and Electricity in kwaGwebu
 Water, electricity and roads in KwaNyosi
 Venue to host cultural events at Nkembeni
 Paris Dam Brige

WARD 7

Repairing of Mahloni Hall
 Repairing of Mbambani road
 Water and electricity at Mahloni Hall
 Water
 Electricity
 Agricultural assistance
 RDP Houses
 Repair and maintenance of roads
 Water and electricity (kwaMpondo)
 RDP Houses and electricity (Emazezeni)
 Request for tent and chairs for funerals and community hall
 Chickens Project (Emazezeni)
 Repairing of access roads
 Request for toilets
 Jojo tanks at Mpondo area
 Request for Clinic

WARD 8

Request for hall in eNhlakanipho
 Request for sports ground to be built next to eNhlakanipho
 Primary School
 Creche in Hlungwana
 Water
 Grading
 Bridge
 Shelter for vendors
 Pole for protection against lightning
 TV aerial
 Paulpietersburg name change
 Network Towers

3.15. S.W.O.T. Analysis

KPA: Basic Service Delivery and Infrastructure Development	
Strengths	Weaknesses
An appointed Director of the Department Appointed PMU, Housing, Electrical and Public Works Managers Maximise use of our own plant and machinery	Inability to spend the MIG funding as per the expectations from National Treasury No operational plan for municipal plant Dilapidated machinery No Comprehensive Infrastructure Maintenance Plan [CIMP] Lose millions in revenue because ZDM is water and sanitation service provider
Opportunities	Threats
Employment opportunities are offered through the CWP and EPWP Dense settlement makes delivery of infrastructure cost effective	Social / community uprisings due to lack of service delivery Possibility of losing MIG funding Further deterioration of existing infrastructure due to lack of CIMP

C.4. Local Economic and Social Development Analysis

4.1. Economic Indicators

In order to quantify the Sectoral analysis for eDumbe Local Municipality, the following economic indicators has been used:

Consumer Confidence Index (CCI)
Consumer Price Index (CPI)
Gross Domestic Product (GDP)
Jobless Claims Report
Producer Price Index (PPI)

4.2. Local Economic Development

In 2006, éDumbe municipality has appointed the service provider to develop the Local Economic Development Strategy for éDumbe which seek to provide an overview of the economic situation in the area and also seeks to guide future economic development in the area. The overall objective of the Local Economic Development Plan is to identify economically feasible development projects at the municipal level. These projects would then be linked to the strategic

development of the municipality thereby creating an optimal economic environment that is conducive to employment creation, income generation and sustainable economic development of the éDumbe Municipality.

The long term vision of the éDumbe Municipal economy has been defined as follows:

“to broaden éDumbe economic base through encouraging inward investment, facilitating land availability, adding value to local resources, creating economic opportunities and job opportunities, thereby bring about an improved life for all residents.”

The LED Plan pronounces the strategic thrusts, development programmes and associated projects, which aim to regenerate the eDumbe Municipal area’s local economy. a thrust can be defined as: “Planned actions aimed at creating an impetus and a critical mass in the local economic environment in order to generate momentum in the economy”. From a strategic development facilitation point of view, it is necessary to ensure that the appropriate linkages and interactions between programmes and projects be established. Such an integrated approach is needed to ensure

the optimal rate of implementation and economic development in the eDumbe Municipal area.

These thrusts are aimed at utilising existing economic strengths and opportunities by transferring these into workable programmes and projects. These programmes and projects tend to reduce the current threats, and strengthen the weaknesses in the local economic environment. Programmes are developed to support the various thrusts with the main aim of addressing the specific thrust. Distinct projects are formulated with explicit actions in order to reach the targets of each programme. The development strategies, lead projects and preliminary actions need to stimulate economic growth and development in the municipal area and thereby address most of the socio-economic ills prevalent in the area and bring much needed economic stability and prosperity.

The 8 thrusts for the eDumbe Municipal area's economy were identified and these include the following:

- Development of agricultural sector and activities
- Industrial development
- SMME development
- Tourism and cultural development
- Development of local economic activities
- Development of the municipality and its internal structure
- Human resource development
- Develop trade and commerce in the CBD

The strategic thrust has been cascaded down to different projects that must be implemented to boost economic growth. However, Due to the lack of resources, including capacity, funding and time, it is not possible to pursue and implement all listed projects simultaneously and consequently, project prioritisation tool place. Strategic anchor projects which consist of a number of linkages to various other sectors and projects were top prioritised. These prioritised anchor projects are having the highest impact on the local economy such as job creation, capacity, social upliftment and infrastructure development. The table below shows the anchor projects that have been identified for eDumbe.

Table 39: Prioritised LED Projects

Project Name	Project Description	Project Status
1. Pongola Bush Nature Reserve Development	Undertake a feasibility study and business plan to develop this reserve which has a rich and diverse bird life. The development will relate to fencing, access roads, tourist facilities and accommodation, with plans to integrate the neighboring Ekombela community into the	Business Plan and Feasibility study is complete. Process to source funding has begun.

	economic and profitable activities of the reserve.	
2. Expansion of Ithala Game Reserve	Undertake a strategic plan to plan out the first phase of the expansion of the reserve which will be into the eDumbe, Abaqulusi and uPhongolo local municipalities. In eDumbe the expansion will be the access road via ward 7 in Mahloni	Negotiations are on-going between Ithala and Dept. of Transport.
3. Local Business Service Centre	Establishment of the Unit within the Planning Department that will coordinate and facilitate the implementation of LED strategy.	Complete
4. Local Chamber of Commerce	This would be a facilitation project, organizing and encouraging the formation of a chamber of business in the local municipality.	In operation

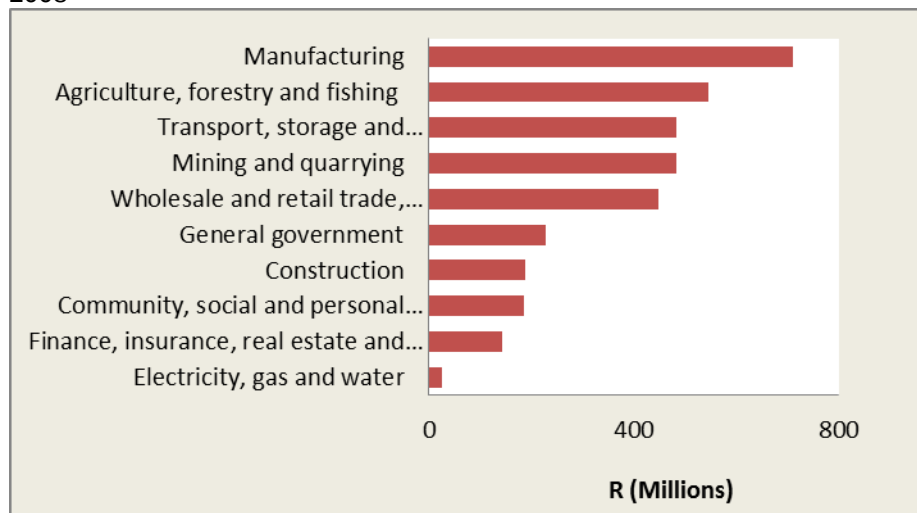
4.3. Economic Sector Analysis

The purpose of this section is to provide an assessment of economic activity across all present sectors. It aims to establish current trends, constraints and opportunities for further development within the sectors. Paulpietersburg is located in eDumbe municipality in northern KZN about 50km from Vryheid and lies in the foothills of the Dumbe Mountain. It is located on the Rainbow route that leads from Mpumalanga to the coast through Paulpietersburg, Melmoth, Piet Retief and Vryheid.

eDumbe municipality currently has a population of 101,606 people of which 11,229 are employed in the formal and informal sectors. Majority of the employed workers belong to the large agricultural, social and personal services and general government services sectors. The area has a number of tourist attractions mainly the nine hot and cold mineral water pools at Natal Spa just outside town, Fort Clergy in Luneburg, the village of Luneburg which is the original settlement of German Lutheran missionaries and Mkuze Game Reserve which is close by and easily accessible.

The output generated per sector in the eDumbe area is illustrated below:

Figure 12: eDumbe GDP output by sector 2008



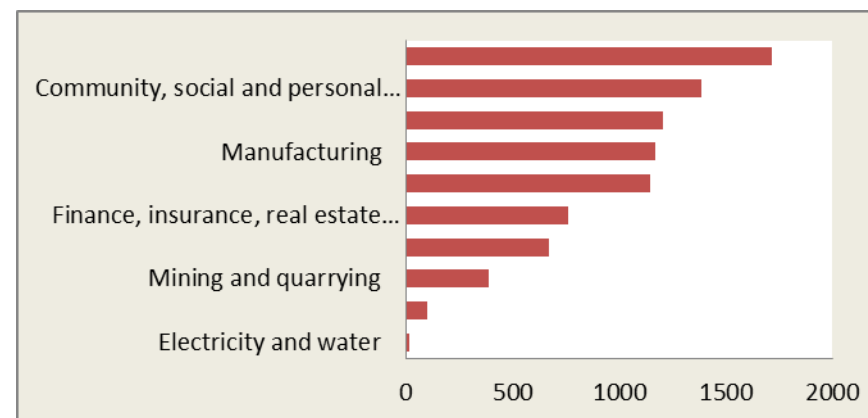
Source: Quantec Standardised Regional Database

Majority of the output per sector is attributed to the manufacturing, agriculture, transport and mining sectors. Manufacturing is the highest contributor to GDP in the area with a contribution of about R 710 million.

Employment per sector data indicates that majority of the employed belong to the agricultural sector followed by community, social and personal services sector. The agricultural sector employs about 1700 people, which

accounts for 10% of the total population in eDumbe and 20% of the formal employment total working population.

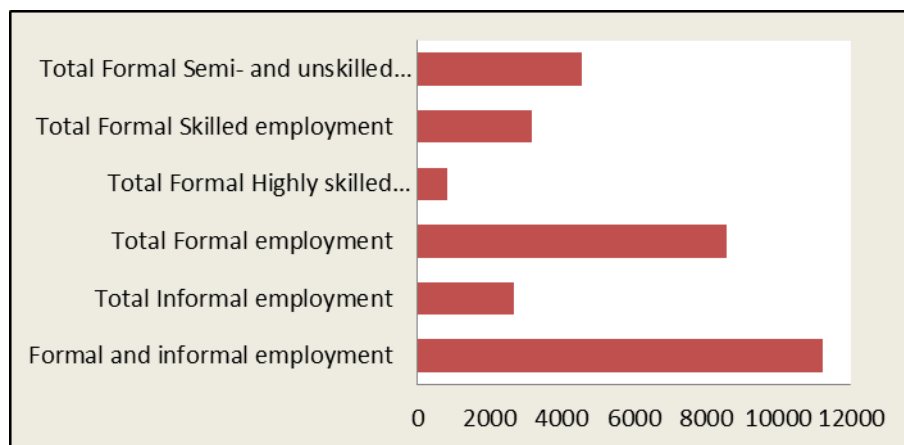
Figure 13: eDumbe formal employment per sector (2007)



Source: Quantec Standardised Regional Database

There are 11,229 people employed in eDumbe of which 8,550 are employed in the formal sector and 2,679 are employed in the informal sector. Most of the employed workers in the formal sector are either semi or unskilled labourers. Highly skilled workers are only about 800 people, which is a small portion of the total employed persons in the municipality.

Figure 14: eDumbe employment by skills levels (2007)



Source: Quantec Standardised Regional Database

Table 40: Sector Contribution to GDP (Constant at 2000 prices)

	eDumbe		Zululand DM		KZN	
	1996	2004	1996	2004	1996	2004
Agriculture, forestry & fishing	28.54	22.42	13.62	12.96	6.03	5.15
Mining	20.41	14.76	12.27	6.41	3.13	1.61
Manufacturing	6.72	8.07	8.85	10.22	24.19	23.66
Electricity and water	0.42	0.49	1.72	1.15	3.17	2.45
Construction	3.84	6.44	2.12	2.89	2.88	2.42
Wholesale & retail trade; catering & accomodation	10.65	15.38	10.13	11.54	13.16	15.82
Transport and communication	2.01	1.82	7.41	9.38	11.57	14.20

Finance and business services	7.09	9.93	11.01	15.18	14.95	16.61
Community, social and other personal services	5.44	7.39	6.38	7.01	5.92	6.20
General government services	14.87	13.30	26.49	23.27	15.01	11.90
Total	100.00	100.00	100.00	100.00	100.00	100.00

Source: Quantec (Pty) Ltd

4.3.1. Tourism

eDumbe there are few 'must sees' but the quaintness of the town, its unique German character, cultural and eco-tourism attractions, community tourism projects and the neighbouring village of Lüneburg can be marketed as a complete experience. The town has good facilities with 6 tea gardens and restaurants and can be positioned to attract a greater number of European tourists in particular (Siyaphambili report). In addition, there are number of other tourism facilities such as dams and battlefield that exist in the area. However to this end there is no meaningful participation of the municipality and other stakeholders in developing a latent economic potential of this sector.

Increasing significance is being placed on this sector in the context of South Africa given this sector's potential as an income and employment generator. The main thrust of the

Zululand District Municipality's strategy for developing tourism in the region is to improve tourism infrastructure in conjunction with uplifting local communities. Zululand as a tourist attraction has many opportunities available to it. A study by EcoTourism of tourist perceptions showed that 70 to 90% of the tourists that visited KZN came to experience the climate, wildlife and landscape. Over 50% of foreign tourists interviewed said they would like to have a meaningful experience of Zulu heritage and culture. Thus the district of Zululand is well placed within the tourist market in terms of its attractions and what it can offer as a tourist destination.

Currently 50% of tourists to eDumbe are German, attracted by their cultural heritage and the unique historical German character of the area. Recently the study area has also been seeing more Dutch tourists, in the line of about 360 a year [Zululand LED]. eDumbe has a Publicity Association and has good facilities in terms of tea gardens, restaurants and lodges. eDumbe can provide not only scenic surroundings and quaint towns with character and interesting architecture but also has a number of cultural and eco-tourism attractions. These various attractions can be marketed together as a complete experience. Nearby attractions include game reserves, the battlefields and dams. eDumbe also has various community tourism initiatives, for example rural tours to Bilanyoni. The rural market atmosphere that develops naturally on pension pay days could also be promoted to tourists [Zululand LED]. The Country Culture Crescendo was an innovative

promotional initiative in conjunction with the town of Vryheid where various tourist events and attractions would be co-ordinated and organised for a two week period, ensuring there was something for tourists to do or see every day. This needs to be restarted.

eDumbe Municipality has taken an initiative to develop a Tourism Strategy which guides to municipality in terms of tourist attraction and tourism industry development. The Tourism Strategy depicts that currently the established tourist attractions in the area are:

The unique German culture and festivals, especially in the Lüneberg area.

The quaint town of Paulpietersburg with interesting architecture and historical significance with a guided dorp trail of the historical buildings

The Natal Spa – a resort whose main attraction are its hot sulphur springs but which also offers a range of activities including horse-riding, tennis and bird tours.

It offers the desired Zulu cultural experience with a number of traditional Zulu kraals and villages that tourists can visit.

There is much potential for eco-tourism although not all of the eDumbe area's eco tourism attractions are adequately developed.

There is the Dumbe Mountain which hosts paragliding events, has a walking trail and abundant birdlife

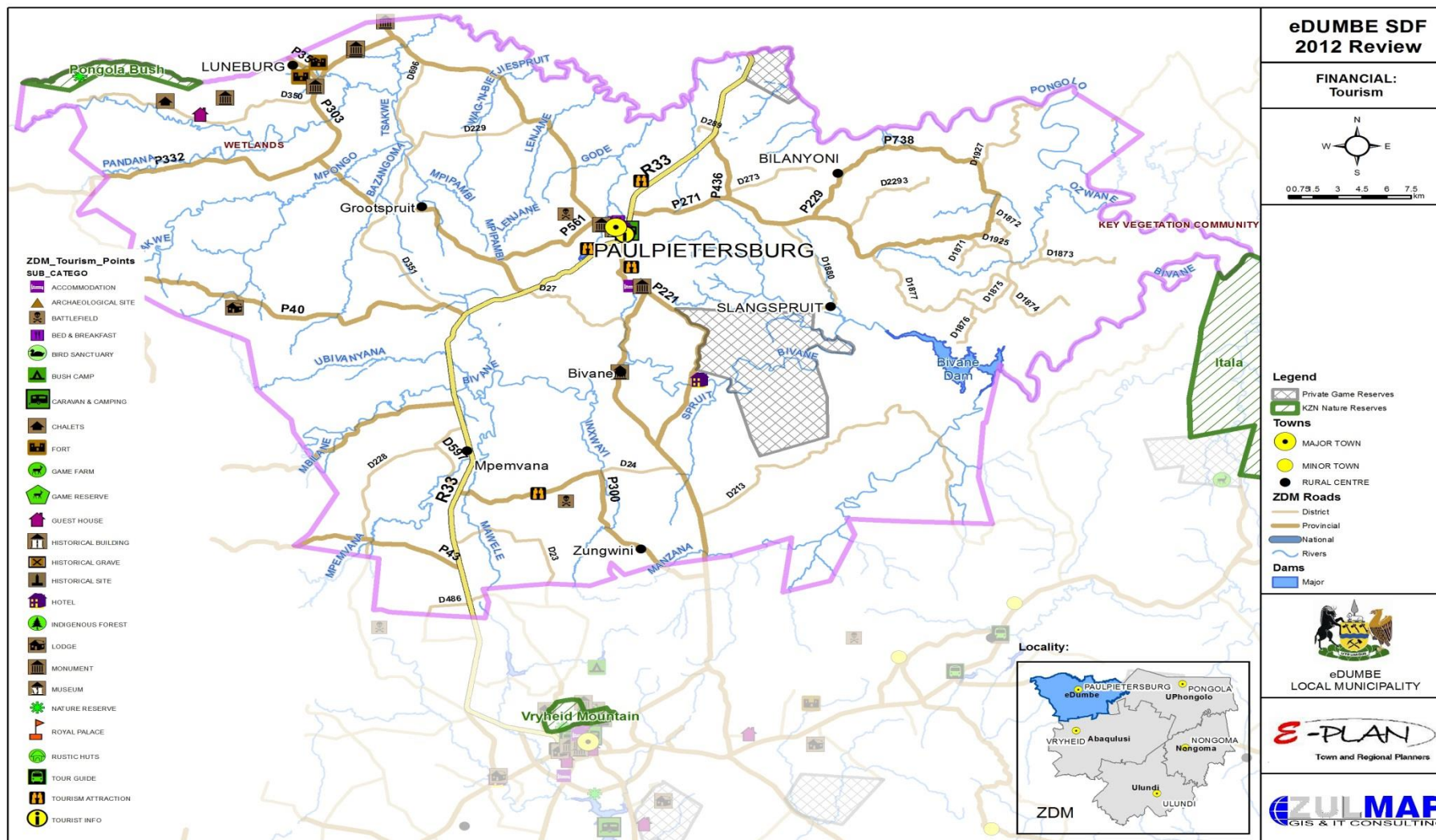
Bivane Dam, another rich birding area

The Engodini Mountain Crater which has a 4x4 trail,

Pongola Bush Nature Reserve and
The nearby Ithala Game Reserve.

éDumbe has a variety of tourist attractions and others that have potential but require further investment in order to create a complete experience. There are a number of tourism related initiatives that have fallen away due to a lack of funding. This is an obstacle to the realisation of éDumbe's full potential. This sector requires further investment to move it into its growth phase. éDumbe needs to focus on more effective marketing of its attractions. This should be directed at both the domestic and foreign market, in particular German tourists who are attracted by the historical German culture available. There are many opportunities for promoting community tourism, including Zulu cultural tours, rural tours and utilising disadvantaged communities for tour guides which are shown in Map 12 below:

Map 12: Tourism Map



4.3.2. Agriculture and Farming

éDumbe Municipality has the highest potential for rain fed agriculture and consists largely of commercial forestry farming. In the communal areas of this municipality there is potential for small holder forestry, but this has not yet been developed mainly because of distances to markets (Siyaphambili report). Small holder forestry is also constrained by the inability to obtain new permits for forestry from the Department of Water and Forestry (DWAF). Thus although the markets, land and entrepreneurs are in place, environmental concerns inhibit the growth of this industry.

Agriculture is well established and quite diverse in éDumbe and represents the greatest portion of economic activity. The agricultural potential of éDumbe area ranges from areas of high potential in the eastern half to low and very restricted areas in the western edges of the municipality which is where the majority of the population is located. The commercial farming areas have high potential with regards to both crop production and livestock farming and a wide range of agricultural products can be produced within the municipal area. Major farming activities include maize, sugarcane and livestock farming. There is an increasing trend in éDumbe towards game farming. Wagendrift is a well know game ranch that is popular with foreign tourists. There are also bird farms that breed and sell birds for the export market as well as a diverse range of other products that are being farmed.

éDumbe area also has extensive forestry, another important contributor to the economy. The two major forestry firms in the area are Mondi and Central Timber Cooperative Limited, growing gum, wattle and pine. Despite the numerous timber plantations in the area there is currently very little beneficiation or value adding done to the primary products within the municipality. Downstream opportunities should be identified and explored for their ability and potential to create more jobs in this sector. The potential for small holder forestry development such as out-grower programmes should also be investigated. Communal areas in Simdlangentsha that were suitable for small scale timber production were identified but nothing was done to develop this project as the area was considered to be too far from the pulp mill in Richards Bay.

Small scale agricultural farming also needs to be promoted and developed in order to provide job opportunities and create sustainable livelihoods. Community gardens are a popular way of reducing poverty and organising women. The Department of Agriculture's Xoshindlala Programme and the current Premiers' programme named one home, one garden are aimed at establishing community gardens and small scale farming with irrigation schemes. Therefore there is a need to provide small scale farmers with equipment such as tractors, generators and irrigation equipment, better access to seeds and fertilizers and support for small farmers. There was a proposal for a Farmers Support Office to be established.

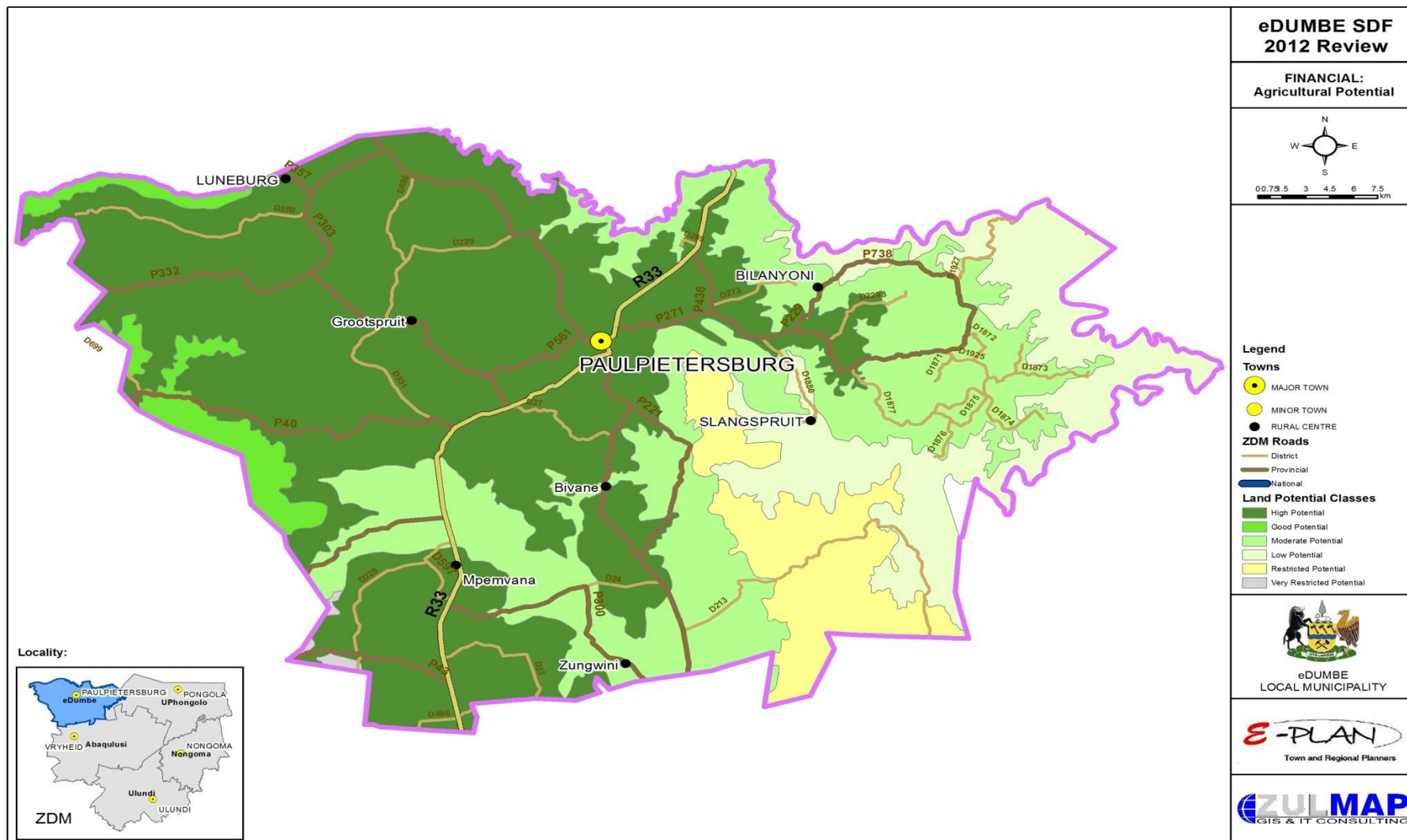
Support for small farmers can lead to job creation and the development of SMME's. The KZN Department of Agriculture and Environmental Affairs has recently established a number of support programmes directed at the agriculture sector, with particular focus on the development of co-operatives.

On the other hand, the Zululand District Municipality has also established a farming support programme called 'Ukuzakha nokuzenzela' which is aimed at assisting households, cooperatives, emerging farmers with equipment and material such as tractors and seeds. Amakhosi has extensively benefited from this programme. This can be seen within the context of the Provincial Growth and Development Strategy (PGDS) to fight poverty and unemployment in KZN. The five key areas in which support will be focussed are the provision of animal handling facilities, irrigation interventions, fencing, shed storage and water provisioning.

The Penvaan Feeds which is the division of Penvaan Group has approached the municipality to seek to a land of approximately 1-2 hectors where they want to establish the abattoirs for slaughtering pigs to produce pork that will be distributed in locally and internationally. They are in a process of establishing and extending the pig faming in one of the farms that have been given back to the communities. This is a programme by Penvaan Feeds which is aimed at assisting those communities that have been given back their land but don't have capacity to make production out of it. The Pig abattoir is projected to create more that 150 sustainable job

opportunities within éDumbe Municipality. éDumbe Municipality has shown an interest in getting into agreement with Penvaan Feed for the establishment of an abattoir. The establishment of this farming activity will ensure the increase in the economy of éDumbe.

Map 13: Agricultural Potential Map



4.3.3. Business Sector

Unemployment is a major issue facing the municipality and thus considerable attention should be paid to skills development and SMME development. Skills development can be addressed through ABET's, skills training programmes and the development of a technical or FET college in the district. SMME development can be stimulated through the development of a small business hive in Paulpietersburg/Dumbe as well as local business support centres to service the other nodes. Another major issue is encouraging value-adding in the manufacturing, agriculture and forestry sectors in which there are a number of diverse projects that could be further investigated. The role of tourism in the economy can be expanded given appropriate marketing, institutional capacity building and investment in key programmes and attractions. Another major issue to focus on is the attraction and retention of businesses in the area; in this regard the municipality might investigate a suitable incentives policy.

4.3.4. Industrial Development

The development of the industrial sector generally serves as a backbone for economic development, especially in the modernised economies. The capacity of this sector to create job opportunities through promoting value adding activities to the locally sourced resources cannot be underestimated. The

eDumbe IDP has identified the importance of promoting manufacturing in order to promote industrial development in the area. Currently, few processing plants exist in the area. The Valpre still water bottling plant owned by Coca-Cola is situated in eDumbe; manufacturing of coffins also takes place in this area; ignite charcoal manufacturing plant is exported worldwide is also situated at eDumbe. The contribution of this sector to the local GDP could not be quantified, but the observation of number of industrial activities suggests that, it has a very minimal contribution. The source of concern is the fact that most of locally found resources are transported outside the area for further value adding processes. Therefore, this leaves a challenge of identifying workable strategies that should stimulate this sector and bring much needed growth and development in the eDumbe economy.

4.3.5. Trade and Commerce

The trade sector is defined as the resale (sale without transformation) of new and used goods to the general public. The wholesale and retail trade sector accounts for around 14% of total output in the local economy. In employment terms this sector has been steadily increasing in its contribution to employment from 5% in 1996 to 8% in 2000 and it stands at 10% of total employment in 2004 [Quantec (Pty) Ltd]. It is an important sector in terms of job creation and has low entry requirements for entrepreneurs. Trade is

usually indicative of a more developed economy. Factors that influence trading activities include the availability of alternatives, household incomes and the presence of other well established trade centres. Incomes in eDumbe are low with 69% of the population earning less than R800 a month, this seriously constrains the growth of this sector. Vryheid is also a more established trade and economic centre and many residents of eDumbe travel there to do their shopping, for example there are currently no retail clothing stores in the eDumbe. Here a 'buy local' campaign may encourage residents to spend their money in the area and thus prevent excessive leakage to other areas. eDumbe Municipality has identified land for the establishment a shopping centre which would greatly stimulate and encourage trading activities in the area. Paulpietersburg/Dumbe serves as the economic, trade and service centre of the municipality and thus this sector is fairly well represented, however in the poorer tribal settlements of Simdlangentsha trading activities are limited and probably relegated to informal activities. Mangosuthu has been identified as a primary development node in terms of the spatial development framework and thus this would be a key area to try and develop trading activities by, for example, establishing markets and the associated infrastructure.

4.3.6. Informal Sector

The informal sector especially on the retail side has grown tremendously during the past years. However, the shrinking buying power of local communities has had an adverse effect on this sector. During the workshops it emerged that there is a great interest of graduating from the informal to formal business operations. On the other hand, most of the entrepreneurs in this sector say they operate at a survival level. This requires a major intervention through small business development agencies to ensure that there is direction and growth taking place in the sector. The contact has been made with the provincial informal sector organisation to establish the structure and size of the informal sector in eDumbe. The informal Business chamber has been formulated ensuring the voice of informal traders being catered for within the area. Another study regarding informal traders was done emancipating form the proposed establishment of the new shopping centre that is proposed to be either in the CDB or between the 'old town' of Paulpietersburg and Dumbe township 2 kilometres away which will create a potential new hub of activities such as shopping and taxis (should a taxi rank be established there). In recognition of the importance of the informal sector of Paulpietersburg and eDumbe Municipality, the KwaZulu-Natal Department of Economic Development has commissioned the feasibility study to best understand the needs and thresholds of the informal sector in and around Paulpietersburg.

4.3.7. BEE and SMME development

The SMME sector is of particular significance given eDumbe's high unemployment rate and large areas of settlements with very limited economic development. Entrepreneurial capacity is however limited by poor education and limited training opportunities. Most people leave the area to study or get formal training of some kind elsewhere and then do not come back with those acquired skills, so the aim would be to train them in the municipality in order to retain those skills and the economic benefits that would derive there from. In this regard skills development centres should be established, particularly in local areas so that local people and those with the greatest need can access them as well. In Paulpietersburg there is already an existing building earmarked for skills development and from which computer literacy programmes are being run.

There are numerous opportunities that exist within this sector, especially for business related to agro-processing and beneficiation of timber, of which there is currently very little in the municipality. Opportunities have also been identified in the textiles sector making school clothes. To promote the SMME sector in eDumbe, the Municipality has entered into a formal agreement with Small Enterprise Development Agency (SEDA) regarding the implementation of SMME programmes in the entire area.

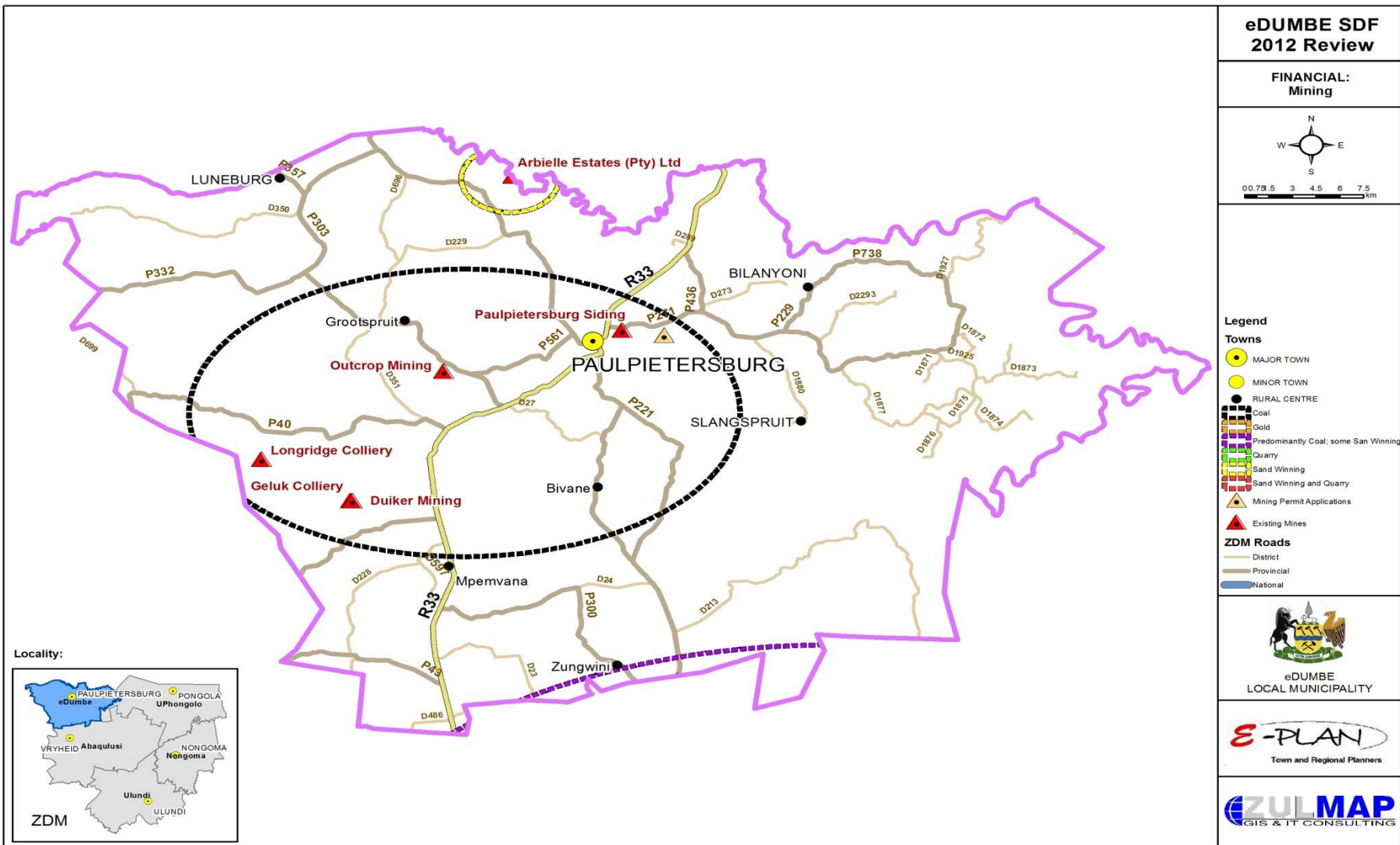
4.3.8. Mining Sector

Mining activities in eDumbe Municipal area has decreased tremendously in the mid 1990's mainly due to the closure of mines as a result of open market in coal mining and agriculture. There are five existing mines in the municipal area, however they are all closed down which contributes negatively to the economy of eDumbe. Opportunities still exist for the small scale mining, these opportunities include: mine rehabilitation; engineering support; equipment maintenance and support; and preparing environmental management plans. eDumbe Municipality together with the Zululand District Municipality has identify a need to develop a mining sector plan as a top priority.

This mining sector plan will assist in guiding the Municipalities in dealing with the reestablishment of mines. In the near past the mining houses have created numerous job opportunities for local labour force. However, the closure of many of these local mines has contributed directly to the dwindling state of the local economy thereby resulting in job losses and loss of the buying power from local labourers. There is quite number of mines currently being in the process to open, this will then ensure the positive impact the sector had on the economy thus realising the goal of poverty alleviation and employment creation in the area which will then strengthen the local economy.

Map 14 below shows areas of Mining at eDumbe

Map 14: Mining Map



4.4. Structure of the Economy

The table above shows a breakdown of the structure of eDumbe's economy and comparisons to the Zululand District and KZN economies. What is evident is that eDumbe's economy is far more heavily reliant on agriculture than both Zululand and KZN. This is the major economic activity in the study area, due to availability of good quality agricultural land, however the heavy reliance on agriculture represents a relatively underdeveloped economy that requires further diversification and development of the secondary sector.

The manufacturing sector in the study area is still relatively small and accounts for only 8% of total output, compared to 10% for Zululand and 24% for KZN. Other sectors that are of significance in terms of their contribution to GDP are trade and accommodation; finance and business services and government services. Both the Zululand and KZN economies are similar in terms of these major sectors, however in the transport and communication sector, the study area lags behind district and provincial averages. This sector is very small in eDumbe, accounting for less than 2% of total output.

4.5. Economic Trends

In the recent past mining played a relatively important role in the economy especially in terms of jobs, however it has been playing a decreasing role with the closure of several local mines. There are no current plans or attempts to revive these

mining activities to benefit the local communities. The sector that has experienced the most growth in the study area is the trade and catering and accommodation sector, which has grown by approximately 5% over the time period. This growth trend is true for the district and provincial economies as well, although theirs is not as pronounced.

The manufacturing sector has seen modest yet steady growth similar to the growth experienced in ZDM. The transport and communication sector, which actually contracted slightly in eDumbe, showed strong growth in both the ZDM and KZN. Further attention should be paid to this sector and its growth potential. All three regions have seen good growth in the financial and business services and community and social services sectors.

Table 41: Location Quotient (eDumbe)

<i>Sector</i>	<i>Location Quotient (KZN Provincial Base)</i>
Agriculture, forestry & fishing	4.35
Mining	9.16
Manufacturing	0.34
Electricity and water	0.2
Construction	2.66
Wholesale & retail trade; catering & accommodation	0.97
Transport and communication	0.13
Finance and business services	0.59
Community, social and other personal services	1.19
General government services	1.11

Source: Quantec (Pty) Ltd

The **location quotient** technique compares the local economy to a reference economy in order to attempt to identify comparative advantages and specializations within the local economy. For the purposes of this analysis the KZN provincial economy has been used as the base or reference economy and sector contribution to GDP has been used to calculate the location quotient.

Caution should be taken in analyzing these results as this is a relatively simple technique and there are other factors that also affect or determine an area's comparative advantage. The results below indicate that a comparative advantage is to be found in the agriculture and forestry, mining, construction, community services and government services sectors.

This ostensibly means that the local region is outperforming the benchmark region and is assumed to be an exporter of goods. The study area's excellent agricultural land will explain its comparative advantage in that sector. Despite the perceived advantage in mining, this sector is on the decline given the closure of key mines in the area.

Table 42: Gross Operating Surplus (current prices) in eDumbe

<i>Sector</i>	<i>1996</i>	<i>2004</i>	<i>Ave annual % change</i>
Agriculture, forestry and fishing	44.82	32.45	4.74
Mining	18.22	17.64	8.81
Manufacturing	6.37	7.70	11.43
Electricity & water	0.64	0.51	5.38
Construction	2.94	4.73	16.35
Wholesale & retail trade; catering & accommodation	10.59	13.62	11.91
Transport & communication	2.27	1.78	5.08
Finance and business services	8.71	14.11	15.00
Community, social and other personal services	2.68	4.04	14.00
General government services	2.77	3.42	11.15
Total	100.00	100.00	8.58

Source: Quantec (Pty) Ltd

Gross operating surplus indicates the surplus accruing from production before deducting interest charges, rent or incomes on the assets required for production.

Table 43: Labour Remuneration in eDumbe

<i>Sector</i>	<i>1996</i>	<i>2004</i>	<i>Ave annual % change</i>
Agriculture, forestry and fishing	19.41	13.32	4.85
Mining	14.10	17.16	12.51
Manufacturing	8.06	9.12	11.25
Electricity & water	0.35	0.37	10.68
Construction	5.97	5.91	10.50
Wholesale & retail trade; catering & accommodation	11.25	13.10	11.68
Transport & communication	2.31	1.46	3.45
Finance and business services	3.40	6.15	18.00
Community, social and other personal services	7.61	10.26	13.70
General government services	27.55	23.15	7.18
Total	100.00	100.00	9.56

Source: Quantec (Pty) Ltd

Table gives an indication of the total amount of labour compensation paid within the municipality and the share of each sector of total labour remuneration. It is interesting to note that the sector that is responsible for the bulk of earnings in the area is government services, despite the small role this sector plays in terms of output. This is because these activities often do not constitute directly productive activities. However civil service jobs such as nurses or police officers are often the best prospects for employment in areas with poorly performing economies. The other major contributors to income earned in the area are agriculture, although its share of the total has been declining; mining and trade and accommodation.

4.6. S.W.O.T Analysis

KPA: Local Economic and Social Development Analysis	
Strengths	Weaknesses
Recently updated LED Plan in Place Informal Trading policy in place Functional LED unit	Shortage of staff Informal Trading by-laws not gazetted Lack of Project Packaging Minimum understanding of LED by officials and councillors Limited budget to implement all planned programmes Lack of support by sector departments
Opportunities	Threats
Opportunity to access external funding via our community forums Establishment of Municipal Development Agency which will implement business opportunities within the area Potential for LED to create sustainable jobs should all stakeholders implement the LED Strategy	Inability to attract investors Lack of proper infrastructure hinders development and investment Uncontrolled street trading

C.5. Spatial, Environmental and Disaster Management Analysis

5.1. Existing Settlements

The éDumbe Local Municipal Area consists of 8 Wards, with the main administrative centre located in Paulpietersburg (Ward 3). Most of the land within èDumbe is farms and subs and a few areas (on the eastern part) are traditional areas (areas administered by the Ingonyama Trust).

Apart from the urbanized areas of éDumbe (Paulpietersburg/Dumbe, Bilanyoni, and Mangosuthu Village) the settlement patterns of the municipal area reflects a predominantly rural character. The dispersed settlement patterns in the municipal area create challenges around basic service delivery backlogs. The area can be described as follows:

5.1.1. Predominantly Scattered Low-Density Rural Settlements

Settlement are loosely scattered throughout the entire municipal area (especially on the western parts of the municipality) and they surround communal grazing, forestry,

crop production and grasslands. Settlement density appears to be directly correlated to accessibility (increased accessibility – increased density).

Spatially, settlements density appears to be lower, the further the location from the main road axis and it's feeder roads. This is also supported by demographic information which clearly indicates that population density decline the further one moves away from the main transport routes. Levels of services are generally low, with the majority of residential structures being self-built.

Apart from a few trading stores and agricultural activities there is generally little sign of economic activities outside of the urbanized areas. The rural settlements mainly serve as residential areas with a limited economic base. Inhabitants are predominantly dependent on external sources of income and social and welfare grants. The continuous low-density sprawl of these rural settlement and poor planning of the past, which results in more productive agricultural land being taken up, can be regarded as one of the main reason for the development of the agriculture sector in èDumbe.

The key issues relating to tenure and settlement in the region are:

- Competition for land.
- Competing uses of land (productive agriculture vs. subsistence agriculture/residential)
- Access to affordable infrastructure

This emphasizes the need for appropriate land reform planning and spatial planning intervention to resolve the rural problems.

5.1.2. Peri – Urban and Semi –Urban Settlement

Bilanyoni and Mangosuthu areas can be classified as semi urban.

Bilanyoni: The Bilanyoni area (initially known as Frischgewaagd) was originally established in the 1960's as a rural "Closer Settlement". Land Use planning in Bilanyoni was formalised in 1999/2000 with the approval of Conditions of Establishment which included land use controls in terms of the Less Formal Townships Establishment Act, Act No. 113 of 1991. This formalised area has been included as part of the Urban Scheme It is located some 20 km north-east of Paulpietersburg/Dumbe.

Mangosuthu: Mangosuthu Village lies to the immediate southwest of Bilanyoni. While initiatives were undertaken towards the formalisation of Mangosuthu Village, there were no township layouts available from the Surveyor Generals Office. A Development Framework Plan was prepared for the area in 2001, in terms of which potential erven and zoning were proposed and brought through in the draft Urban Scheme proposals dated April 2004.

5.1.3. Urban Settlements

The eDumbe Municipality is comprised of the town Paulpietersburg, the industrial area, Dumbe Mountain and substantial town lands to the south and west. The Paulpietersburg area has been classified as a Primary Urban Node in terms of its location and economic opportunities.

This urban centres serves as a link between the areas outside of eDumbe and the expansive commercial agriculture as well as the dispersed rural settlements located at the peripheral areas with marginal economic development potential.

In comparison to the surrounding hinterland, towns generally have a higher level of social and infrastructure services, higher concentrations of administrative and business infrastructure and hence, towns normally fulfil the role of service centre to the surrounding hinterland.

5.2. Existing Land Uses

Urban and Rural Land Use information was captured in 2003/2004 using aerial photography and land use surveys conducted in the urban areas in 2003. Further land use survey will be undertaken during December to update the status quo analysis and further SDF proposals.

There are some 1900 residential stands in Paulpietersburg/Dumbe, 46 of these have been designated as Urban Agriculture as they cannot be developed due to geo-hydrological conditions. A further some 50 residential stands were vacant in Paulpietersburg in 2004 while all residential stands in Dumbe were developed.

14 Worship sites are designated on the Scheme of which one was vacant in 2004. Businesses have established in the Central Area of Paulpietersburg. In Dumbe 20 spaza shops were operating from homes, 4 taverns and 5 tuck-shops were recorded also operating from residential stands. The zoned industrial area lies adjacent to Dumbe in the south east. Those industrial stands closest to Dumbe have been developed at businesses. Only 7 out of the 57 industrial sites were developed with industries in 2004. The southernmost industrial sites were all vacant (35 small erven).

2 Cemeteries, a Police Station, Law Courts, Municipal Offices, Library, 24 Hour Clinic, Community Hall, and Post Office were provided according to the 2004 land use. There was a High

School and 3 Primary Schools. 3 substantial open space squares were present in Paulpietersburg. In Dumbe a Sports Stadium and a further Sports Ground were recorded. An active open space area was recorded to the south east of Paulpietersburg centred round a small dam.

Riverine areas traverse the surrounding town lands which were predominantly used for agricultural purposes. On the outer town lands to the southeast is Dumbe Mountain and the southwest Dumbe dam.

In terms of transport facilities these included an airstrip, railway line and taxi rank. Provincial Main Roads connect this primary urban node in 6 separate directions to its rural surrounds and beyond.

Land Use in the formal town of Bilanyoni is primarily residential (some 1 500 erven). The average size of residential erven is 200m². Community land uses in 2004 included schools (two high schools and two primary schools), churches (fifteen), a crèche and a small graveyard. While numerous sites have been designated as “Public Open Space”, they have not been developed as such and are currently vacant. In 2004 there were a number of commercial land uses including a supermarket, bottle store, petrol filling station, and a brewery. Home Businesses comprised taverns and numerous tuck shops/ spaza shops. Administrative uses included municipal offices, a clinic and sewerage works. In 2004 there were a number of vacant residential sites in the

North West, while many of the sites designated for industrial purposes in the north east were also vacant.

Mangosuthu Village is primarily residential (some 700 potential erven). In 2004, community land uses included a primary school, a high school and two sports fields. Home Businesses comprised several taverns, tuck shops/ spaza shops and a car repairs business. There was a small afforested area in the south west of Mangosuthu Village, and vacant areas scattered throughout particularly adjacent to water courses.

5.2.1. Rural land use:

The portions of the municipality area characterised by;

- Formal Settlement
- Dense Rural Settlement
- Muzi's (Groups of houses)
- Homesteads
- Industry / Mining
- Grassland
- Cultivated Land
- Forestry
- Natural Bush/ Bushveld
- Dams

The predominant rural land use is grasslands. Substantial forestation occurred centrally and to the west. In terms of the

2004 land use, cultivated land was scattered throughout eDumbe, but was predominantly prevalent in the central area. Natural bush/bushveld occurs in the eastern portions, and dense Rural settlements covered significant portions to the east.

5.2.2. Agricultural Land use:

Large commercial timber companies: Timber Companies - The land use on these properties is one of large scale timber plantations of wattle, gum and pine. Only the very steep or stony land and water courses or other poorly-drained areas are left unplanted.

The standard of production is generally high.

Large scale private commercial farmers: The land use here varies somewhat from farm to farm but is usually built around three main enterprises: timber production, cropping (mainly to maize) and livestock production, often with all three land uses on the same farm but in other cases with the farmer specialising in only one enterprise e.g. dairy or poultry.

The standards of production and resource conservation are generally fair to good.

Tribal area farmers: The general pattern of land use in these areas is one of crop production by the individual land holders on their individual arable allotments which vary in size from a

hectare or less to several hectares. Maize is the main crop. This is combined with livestock production on the communal grazing land. The livestock production usually takes the form of traditional patterns of cattle and goat raising based almost entirely on veld grazing.

Standards of production are hampered by financial constraints and lack of adequate training and equipment in the case of cropping, and by inadequate nutrition during winter and dry spells in the case of the livestock enterprises. Resource conservation also suffers from overstocking of the grazing land and poor crop stands and inadequate conservation structures on the crop land.

Farmers on the land reform projects: The pattern in these areas is broadly similar to that in the tribal areas but with generally lower livestock numbers and human populations per unit of area and hence less pressure on the resources. Most of the land reform projects also benefit from having been reasonably well conserved in the past.

In regard to agricultural land use in the tribal and land reform areas it should also be noted that the Department of Agriculture is currently involved in the following specific development projects:

- At Bilanyoni: egg production, vegetable garden and pig production projects.
- At Tholakele : poultry, vegetable and piggery projects.

- At Holspruit : a community garden.
- At Bhadeni : community garden and poultry projects.
- At Opuzane : an irrigation scheme.

It has also been involved in helping the communities in establishing farmers organisations at Bilanyoni, Tholakele, Bhadeni, Ophuzane, Luneburg and Long Ridge.

5.3. Nodes

A hierarchical system of nodes is proposed, based on existing levels and patterns of development, and the distribution of future development and transport linkages, to ensure optimum accessibility to goods and services through equitable distribution. The various nodes are distinguished in terms of whether they are:

Existing and to be maintained at that level

Existing at a lower level and to be extended and consolidated into a higher level node

New nodes to be introduced and phased in over time and as thresholds occur, but shown at the level which is ultimately intended.

5.3.1. Primary Node (Rural Service Centre)

The area of éDumbe/ Paulpietersburg town is identified as a single Primary Node which will function as the main administration and economic town servicing èDumbe Municipality. The level of services and facilities of this area needs to be improved to complement this function.

Nodal Key Issues:

The town centre can benefit from an urban regeneration programme which can introduce urban greening, proper street lights and street furniture.

Furthermore any intervention geared towards spatial reorganisation will benefit the CBD immensely.

There is a need to redefine land use management in the CBD and the resultant review of zoning measures.

Review of certain existing uses currently located within the CBD but not appropriate in their locations.

There is need to consider appropriate shelter for informal traders at strategic points

Such shelter should be within easy access to public ablutions.

There is a need to consider upgrade of existing infrastructure

Projects that can be linked to corridor promotion are also suggested.

5.3.2. Secondary Node (Satellite)

The area of Mangosuthu and Bilanyoni is identified as the Secondary Nodes.

These areas have the potential to be developed into a smaller service area. It is intended that the nodes will become a commercial node comprising of retail and agricultural activities.

Nodal Key Issues:

Need for proper road and place signage

Need to promote adventure tourism

Need to upgrade services and infrastructure

Formalisation of the residential development and;

Introduction of land use management relevant to the node

It is suggested that service roads be introduced to properly access the node which is currently established in linear pattern along the main road.

Integrating services within the nodes.

It is anticipated that with the development of this area a significant commercial node, there will be an influx of external skills required to support some the proposed projects. In this regard, areas for future residential development need to be set aside.

5.4. Corridors

The corridors are the main structures that hold the spatial framework in place. The corridor concept has recently become popular in provincial development planning and national spatial development planning as the notion of corridor development is providing a useful framework for regional development. The idea of the corridor essentially refers to the development along major roads with considerable existing or potential movement. This inevitably occurs along routes, which connect major 'attractors' – significant towns, tourism attractions and other movement, which generate economic activity.

The corridor is effective in linking infrastructure and economic development as towns and structures are connected to each other via the transport network like "beads on a string". A major objective behind the corridors in this study is the generation of sustainable economic growth and development in relatively underdeveloped areas, according to the inherent economic potential of the locality.

The Movement Corridors linking the primary nodes, hubs, secondary nodes, and satellites were proposed as follows:

Primary Corridor:

Secondary Corridor:

Tertiary Corridors:

5.4.1. Primary Corridors

P 221/ 34-4, this route leads to P46-1 to the South which leads to Vryheid Town to the west and Nongoma to the east. Development can take place along this route however environmental and agricultural issues need to be taken into consideration when considering developments. The major development that already exists along this route is the Natal Spa which has been identified as a recreation and tourism node. The mountain of wonders is also along this route.

R33 – This route links the Paulpietersburg Town with Vryheid town. This corridor can be said to be an agricultural corridor as no major developments are to be encouraged along this route (on either side) as the land along this corridor is used for agricultural purposes and is also of high agricultural potential and other small parcels are environmentally sensitive. Thus commercial agriculture is to be encouraged along this corridor. This route is also connected to routes that give access to: a) Utrecht b) Kempslust, Luneburg, Mangosuthu, Zungwini and other Tribal Areas.

Map 13 below is the Spatial Development Framework Map which has been adopted in March 2013 showing different Nodes and Corridors within eDumbe Municipal Area of jurisdiction. **Complete SDF document is attached as an annexure to this IDP review**

5.4.2. Secondary Corridors

P303 – this route protrudes from R33 and it leads to Luneburg

P40 – this route gives access to Kempslust from R33

P44 – this route gives access to Utrecht from R33

P436 – this route gives access to the Mangosuthu (which is the satellite) and the traditional authority areas.

P271 – this route gives access to the Mangosuthu (which is the satellite) and the traditional authority areas.

P 229 – this route gives access to the Bilanyoni (which is the satellite) and the traditional authority areas

5.4.3. Tertiary Corridors

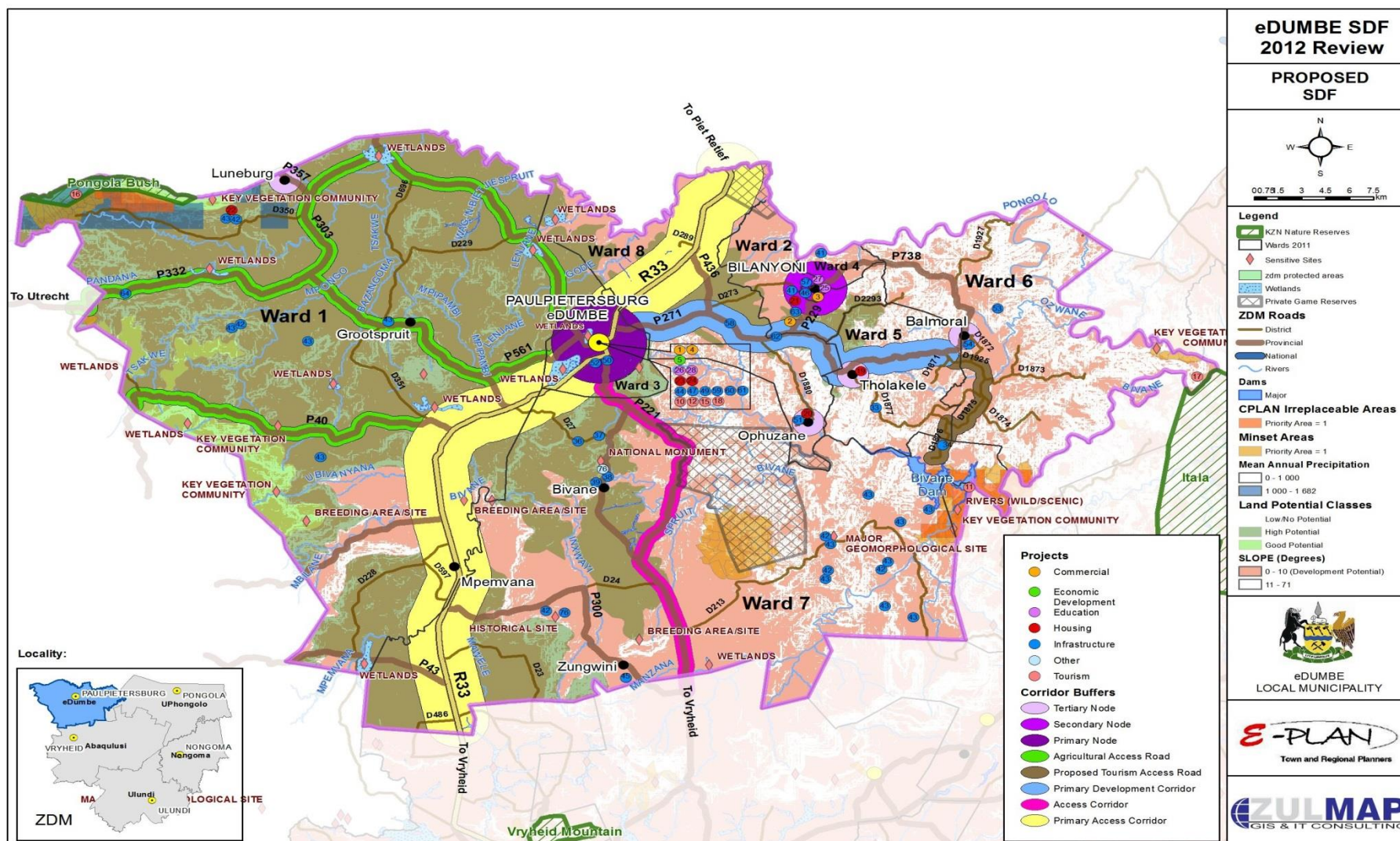
D1880 – This corridor leads to Ophuzane which falls under the Mtetwa Traditional Authority area. This corridor is of great significance as it is also a tourism route since it gives access to the Paris Dam which is identified as an Eco-Tourism area.

D1871 – This route leads to Mahlosini which falls within the Dhlamini Traditional Authority

D24 – This route leads to Zungwini – this route runs through agricultural land.

D22 and D597 – These routes lead to Penvaan – this route runs through agricultural land.

Map 15: SDF Map showing Nodes and Corridors



5.5. Environmental Analysis

In order to ensure that eDumbe Municipality lives up to its Vision, Mission and Motto, environmental issues that affects eDumbe as a whole shall be addressed. Therefore, eDumbe Municipality provides an immediate indication of the importance of the natural environment to the municipality as it acknowledges the need for the preparation of Environmental Management Plan in terms of the Strategic Environmental Assessment (SEA). eDumbe Municipality has commissioned an Environmental Management Study and preparation for the Plan which shall be completed before the end of 2013/2014 financial year. This study is aimed at assisting the municipality with the following:

To provide Council with an environment inventory which provides the basis for establishing an interlinking system of conservation reserves, good agricultural land and public spaces and which will assist council in the process of development management

To minimize harmful development tendencies which may affect the environment

To recommend environmental principles which will assist in the maintenance and improvement of the present urban environment

To designate boundary limitations of conservation areas in the area to enhance species survival in the long term.

Environmental Scanning

Since eDumbe Municipality does not currently have the SEA and EMP, it therefore uses the Zululand District Integrated Environmental Programme which was adopted in 2012. The environmental vision of the Zululand District Municipality (ZDM) is therefore, in short “the conservation of biodiversity to enhance the well being of the people in Zululand” The main issues within the municipality were identified within the following categories: Water, Waste, Biodiversity and Soil. The fundamental tools to consider when contemplating each issue and acting on these issues are: Awareness, Regulation and enforcement, Sustainability and delivery.

5.5.1. Areas of Environmental Sensitivity

eDumbe Municipality has identified and put measures in place to conserve the areas of environmental value and sensitivity within its area of jurisdiction. The main area of sensitivity has been identified as follow:

Entrance to Ithala Game Reserve

Pongola Bush Nature Reserve

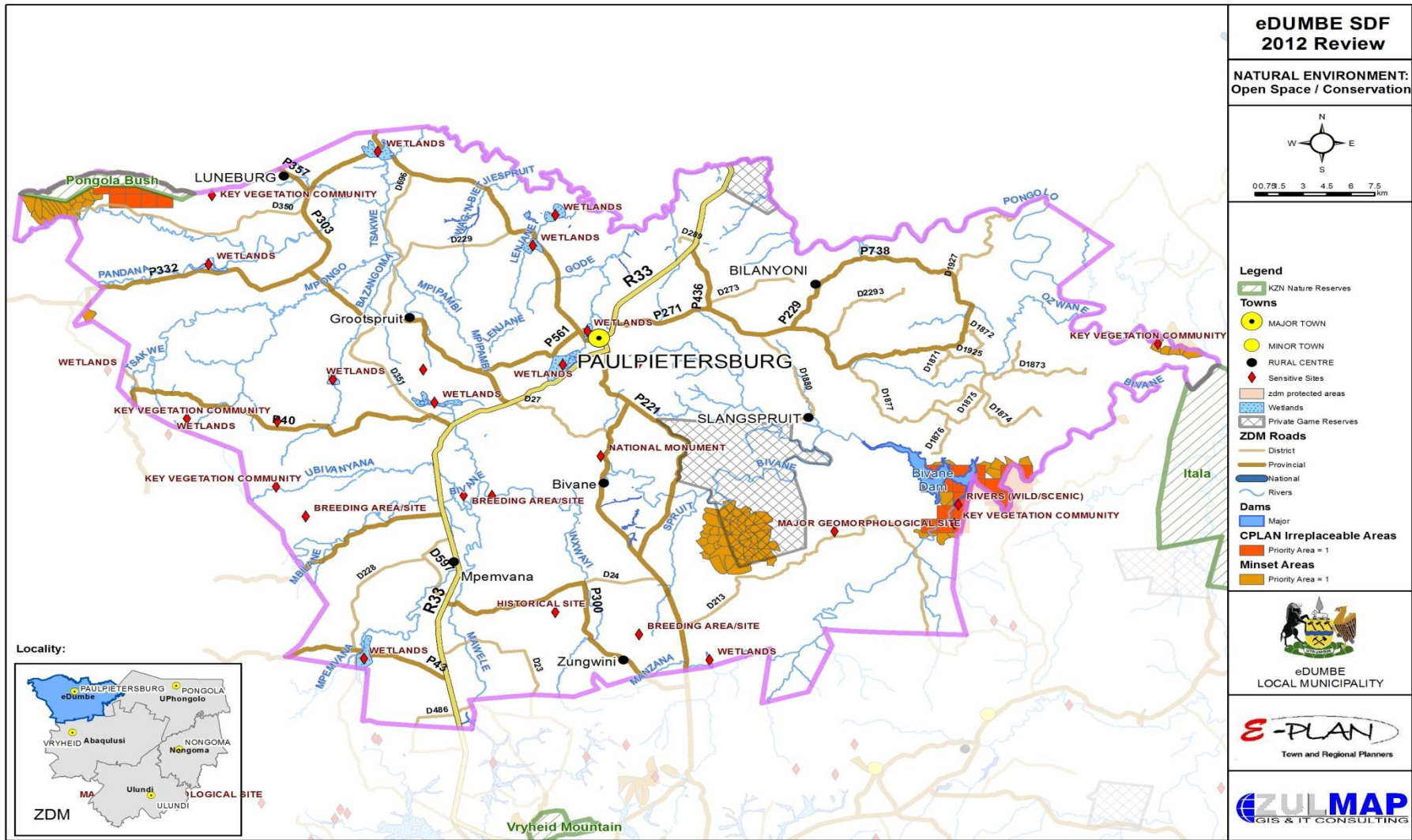
Natal Spa Hot Springs and Leisure Resort

Heritage sites

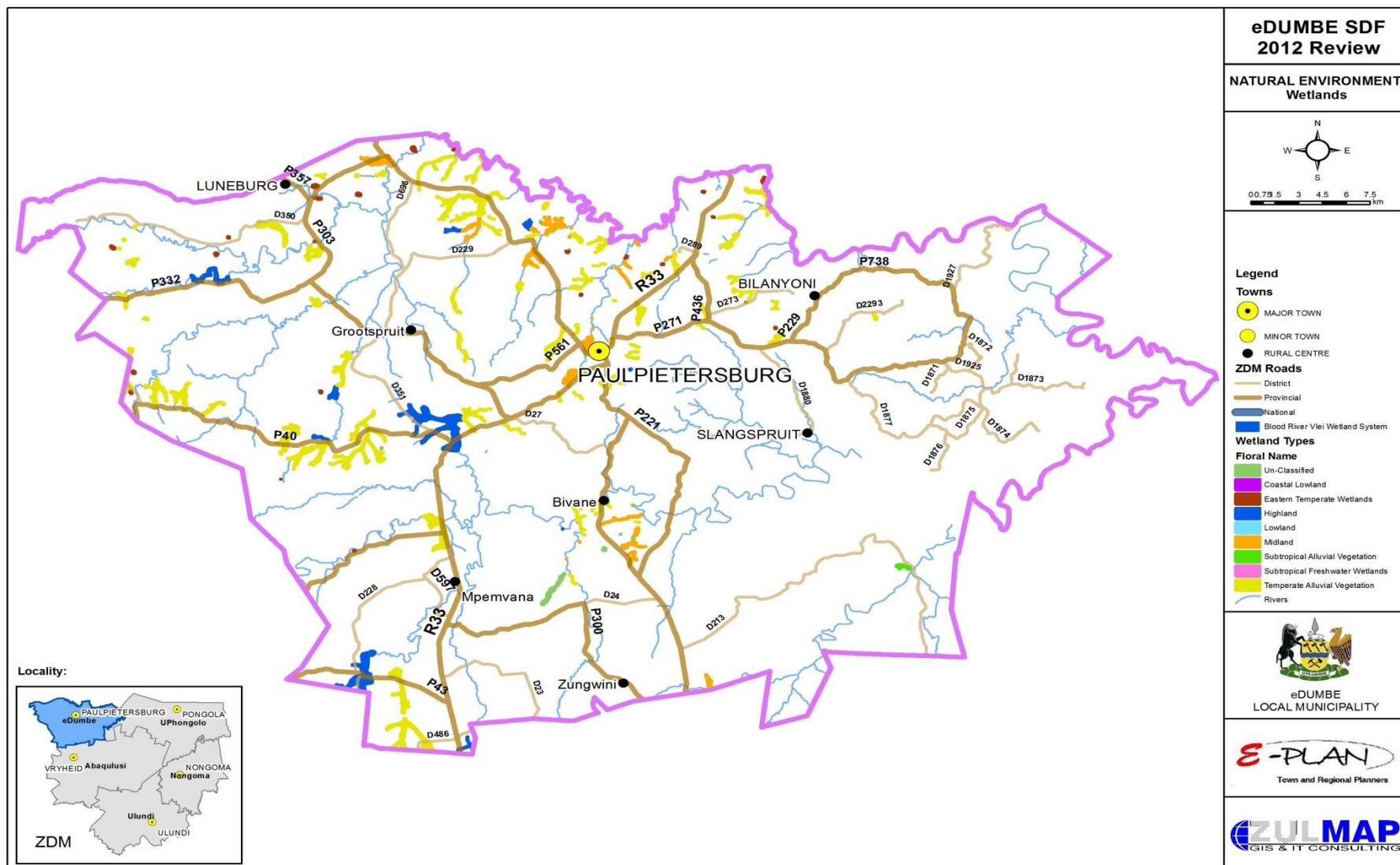
Bivane Dam (Paris Dam)

Below Map 16 shows the environmental sensitivity area while Map 17 shows protected areas which include wetlands:

Map 16: Areas of environmental sensitivity



Map 17: Protected Areas



5.6. Disaster Management

In terms of Section 51 of the Disaster Management Act, all District municipalities must establish a Municipal Disaster Management Advisory Forum. eDumbe Municipality has established its Disaster Management Advisory Forum and various departments /stakeholders attend the advisory forum meetings

The eDumbe Municipality Disaster Management Unit is operating with only one Fire Truck, which is very old and dilapidated; one bakkie sakkie, which is also very old and one fire tank. Currently the Disaster Unit does not have any fire fighters employed by the municipality, but using Traffic Officers and sometimes seek assistance from General Assistants from Technical Services Department. The Disaster Unit also rely on assistance from the Paulpietersburg Fire Association to utilise the Working on Fire Team. The three old vehicles area the only resources the municipality uses when fires and disasters erupt in our municipal area. The traffic officers are also utilised to do assessments in all wards.

eDumbe Municipality is regarded as a disaster prone area within the Zululand District. It is mostly affected by lightning and fires. eDumbe municipality developed its disaster management plan in 2009/2010 financial year but it still needs to be reviewed and aligned to the district plan so that it can be

best responsive to the needs of the municipality. The main challenge that we are facing is that we do not have proper equipment and machinery for disaster management. Secondly the fire truck that we have is not in the best condition for it to be responsive timeously. Lastly we do not have fire fighters to assist in times of fires and disasters.

The table below shows the number of disaster incidents that have happened July 2012 to March 2013. Most of these incidents are caused by heavy rains, strong winds, storms and lightning

Table 44: Number of Disaster Incidents per ward in 2012/2013

WARD No.	HOUSES	CATTLES	GOATS	SHEEP	HORSES	CHICKENS
1	34	70	30	1	1	0
2	25	5	0	0	0	0
3	7	0	0	0	0	0
4	01	0	0	0	0	0
5	52	50	3	0	0	7
6	27	50	30	0	1	0
7	66	92	2	0	0	5
8	12	0	0	0	0	0

5.7 S.W.O.T Analysis

KPA: Spatial, Environmental and Disaster Management Analysis	
Strengths	Weaknesses
• Appointed Director and Manager for informed decision-making • Availability of DPSS staff for additional support and capacity to help eradicate backlogs • Fairly new and updated planning frameworks and policies in place	• No dedicated official to develop with IDP • There is no dedicated official to deal with environmental issues, reliance upon the provincial department • Limited budget hinders the functionality of the department and implementation of planning frameworks and policies • Failure to provide residential sites
Opportunities	Threats
• Updated policies and frameworks form the basis to attract investment and guide development (SDF and UDFIP) • High Tourism Potential that needs to be enhanced • Proposed shopping centre and middle income housing can assist in attracting investment	• Failure to develop wall to wall schemes soon will create many illegal developments • Failure to attract investors will create high levels of migration and unemployment • Shortage of municipal owned land

C.6. Municipal Financial Viability & Management Analysis

6.1. Situational Analysis

Managing municipal finances involves both a strategic and operational component. Strategically, the finances must be managed to accommodate fluctuations in the economy and the resulting changes in costs and revenues. Operationally, the municipality must put in place clear financial goals policies and tools to implement its strategic plan. It must be noted that not all municipalities are the same and this should be taken in mind when assessing the financial health of and the setting of benchmarks for municipality.

éDumbe municipality can be categorized as a developing or growing municipality. Such Municipalities require significant additional resources and funding to conduct the growth that is expected of them. In contrast, already developed or maintain municipalities are mainly concerned with the need to maintain existing infrastructure. With the demands for growth, come risks that need to be managed. Wherever possible, the Municipality will set benchmarks appropriate for a developing or growth municipality and strive to achieve these benchmarks within the medium term.

It is essential that the Municipality has access to adequate source or revenue from both its own operations and

intergovernmental transfer, to enable it to carry out its functions. It is furthermore necessary that there is a reasonable degree of certainty with regard to source, amount and timing of revenue. The Division of Revenue Act (DORA) has always laid out the level of funding from National Government that will be received for the three financial years with the first financial year being concrete and other years' estimates.

It is important to track the respective source of revenue received by the Municipality as they can be quite different and can vary substantially depending upon the phase that the municipality is in. Knowledge of the source of funding will illustrate the Municipality's position more accurately, its ability to secure loans relative to its income streams and its borrowing capacity.

The priority from the financial perspective is the viability and sustainability of the Municipality. The financial plan and related strategies will need to address a number of key in order to achieve this goal. Hence the following are areas that have been identified and are detailed below.

6.1.1. Cash / Liquidity Position

Cash and cash management is vital for the short and long term survival and good management of any organisation. The appropriate benchmarks which can assist in assessing the financial health of the Municipality are the current ratio and debtor's collection.

The current ration expresses the current assets as a proportion to current liabilities "Current" refers to those assets which could be converted into cash within 12 months and those which can be settled within 12 months. A current ratio in excess Of 2.1 is considered to be healthy.

Debtor's collection measurements have a great impact on the liquidity of the Municipality. Currently the Municipality takes on average 150 days to recovery its debts, while the annual debt collection rate is 54%. The Municipality will attempt to reduce the days for debts outstanding to less than 60 days in the medium term.

6.1.2. Sustainability

The Municipality needs to ensure that its budget is balanced (income covers expenditure). As there are limits on revenue, coupled with the increased reliance on government grant to fund operational needs , it is necessary to ensure that services are provided at levels that are affordable, and that the fully costs of service delivery are recovered. However to

ensure that households which are too poor to pay for even a proportion of service costs, at least have access to basic services there is a need for subsidization of these household.

6.1.3. Effective and Efficient Use of Resources

In an environment of limited resources, it is essential that the municipality makes maximum use of these resources at its disposal by using them in an effective, efficient and economical manner. Efficiency in operations and investment will increase poor people's access to basic services.

6.1.4. Accountability, Transparency and Good Governance

The Municipality is accountable to the people who provide the resources, for what they do with the resources. The budgeting process and other financial decisions must therefore be open to public scrutiny and participation. In addition, the accounting and financial reporting procedures must minimize opportunities for corruption. It is also essential that accurate financial information is produced within acceptable timeframes.

6.1.5. Equity and Redistribution

The Municipality must treat people fairly and justly when it comes to the provision of service. In the same way, the Municipality should be treated equitably by National and Provincial government when it comes to inter-government transfers. The 'equitable' share from National government will be used for targeted subsidies to poorer Households.

6.1.6. Development and investment

In order to deal effectively with backlogs in services, there is a need for the Municipality to maximize its investment in municipal infrastructure. In restructuring the financial systems of the municipality, the underlying policies should encourage the maximum degree of private sector investment.

6.1.7. Macro-economic investment

As the municipality plays a significant role in the area, it is essential that it operates efficiently within the national macro-economic framework. The Municipality's financial and developmental activities should therefore support national fiscal policy.

6.1.8. Borrowing

The strong capital market in South Africa (banks and other lending institutions like DBSA, INCA, etc.) provides an additional instrument to access financial resources. However, it is clear that the Municipality cannot borrow to balance its budget and pay for overspending.

Safeguards need to be put in place to ensure that the Municipality borrows in a responsible way. In order to have access to this market, the Municipality will need to have accurate and appropriate financial accounting policies and procedures and effective reporting systems.

The manner in which the Municipality manages debt or takes on new debt to finance activities will have a significant impact on the solvency and long-term viability of the Council.

Over the past financial year the Municipal's achievements were amongst others, meeting all the National Treasury reporting requirements, full compliance with the Municipal Financial Management Act, no audit query from National Treasury, as well as spent within the limits of the approved budget. There are still numerous challenges that the Municipality faces as it is continuously trying to improve the level of services. These include amongst others absenteeism, abuse of overtime which results in the Municipality exceeding its overtime budget, vehicle abuse despite the fact that there is now a Manager: Fleet responsible for this function.

The challenge for financial sustainability amid increasing alignment with the ecological, economic and social parameters of the IDP means that budget adjustments need to be made on a regular basis.

6.1.9. Financial Viability

The Municipality has a five year financial plan, which is updated annually, in order to comply with all the National Treasury requirements in respect of budget reform initiatives and has a budget that has all the MTREF requirements. All allocations are reflected in the budget and information extracted from the Division of Revenue Act and Provincial Government Gazette. The Municipality provides for its own funds for Operational budget and heavily relies on grant funding for its Capital spending allocations.

The Municipality gives due consideration to all national key performance local areas, and budgets for programmes, incorporating same. Part of the communication strategy and the development of roads shows requires public participation and the Municipality engages on the IDP and Budget road shows annually hence allocations for road shows is included in the budget. These road shows cover the IDP, budget and PMS programmes. (See Annexure)

There are no annual allocations budgeted for out of which direct transfers take place to local municipalities however, that is done when required.

6.1.10. Management Response to Auditor General's Opinion

EDumbe Municipalities received a disclaimer audit opinion for the 2011/2012 Financial Year. However in 2010/2011, the municipality received a Qualification Audit Opinion, whilst in 2009/2010 it was sitting on the Disclaimer Audit Opinion. This tendency of eDumbe Municipality receiving Disclaimer Audit Opinion has been with the municipality for far too long. Department of Cooperative Governance and Traditional Affairs have assisted the municipality on numerous occasions but prove to be fruitless.

EDumbe Council has committed itself to put more corrective measures in order to ensure that the municipality is fully participating in the operating clean audit.

Attached as an annexure is the Auditor General Reports on 2011/2012 Annual Financial Statement and Council's Plan of Action which is the corrective measures that have been presented to the Council and are monitored by the Audit Committee.

6.2. Financial Guidelines and Strategies

The guidelines and strategies considered during the strategies phase were designed, inter alia, to:

Expand the revenue base of the Municipality;
Promote economic development of the Municipality in line with local Spatial Development Framework
Develop a financial structure for the institutional section of the Municipality and staff it on a prioritized basis as funding became available;
Centralize information and specialist skills within the Municipality with and access capacity support from the province;
Ensure the implementation of standard institutional policies and procedures to direct the operation of the Municipality; and
The strategies were all developed to address identified objectives and provide a step-by-step or sequential process with timeframes to the finalization of each step.

6.2.1. Financial Management Arrangements

All expenditure will be incurred in the Municipality in accordance with the operational budgetary provision.
Development of the operational budget on an annual basis will be undertaken in consultation with affected communities/stakeholders in accordance with guidelines laid down in the Municipal Finance Management Act.

Approval of expenditure and effecting of payment in accordance with documented delegations of authority in line with MFMA.

The principle of separation of duties will be observed at all times – i.e. a person involved in billing of services and issue of statements cannot be responsible for the collection of revenue.

Each financial official has been provided with a job description outlining his/her duties – acceptance of the responsibilities encapsulated in the job description to be by affixed signature
On a monthly basis a cash flow projection will be completed for the ensuing six monthly period to facilitate management of cash flow

A preferred list of suppliers/service providers, based on the principle of supporting the local economy, will be prepared – purchase from any other supplier/service provider will have to be motivated prior to purchase

Where required, tenders will be called for from the list of approved suppliers/service providers; unless specifically excluded, all other purchases require the prior securing of three quotations in line with Supply Chain Management policy. Terms of payment will be negotiated with creditors and advantage taken of cash discounts only when economically justified and possible in terms of cash flow

Stocktaking of stores items is to be undertaken on a quarterly basis and any significant variances reported to Council

On an bi-annual basis the asset register, which is updated as assets are acquired/disposed of during the year, is to be reconciled with a physical stock take of assets

All consumers are to be issued with statements in accordance with the payment arrangement laid down by the Municipality

A credit control policy is to be approved by Council in terms of which strict debt collection procedures will be enforced including the engagement of legal proceedings to elicit payment

The top 20 of Consumers to be subject to an inspection on at least a biannual basis

A monthly report to be submitted to Council reflecting actual revenue and actual expenditure to date against budget, explanation of significant variances, and cash flow projection

An internal audit function reporting directly to the Municipal Manager will provide an independent review facility of the financial management function

An audit committee function reporting directly to the Municipal council will provide an independent review facility of the financial management function as well

2.2.2. Financial Guidelines and Procedures

Debtor, creditor and bank reconciliation to be complied on a monthly basis and reviewed by Chief Financial Officer.

Payment of services can be affected electronically, by deposit into the Municipality's bank account, by payment at a service delivery centre or by cheque/postal order submitted in the mail
On a daily basis an interim statement is to be obtained from the bank to establish direct deposits, dishonored cheques etc and Consumers accounts updated accordingly.

The debt collection process is to be strictly adhered to and actions specified taken on due date

Payment to be effected on original invoice, duly authorized, only and then only if accompanied by an approved order or requisition

Prior to an a order or requisition being forwarded to a supplier, an authorization process is followed including the verification of availability of funds on the operational budget

No person authorizing the issuing of an order or requisition may also be a signatory to the cheque affecting payment to the supplier

The financial system will be subject to a monthly closure at which point reconciliation's will be finalized and month end journals completed

6.2.3. Capital and Operational Financial Strategies

Available monies are to be used in strict accordance with the approved budgets

The Municipality must ensure the timeous submission of requests for funding to the responsible organizations

Funds allocated for a specific purpose are to be used for that purpose only

Where capital projects are to be funded by donor organizations, the Municipality must ensure that the funds have been secured prior to their inclusion in the capital budget. All participants in capital projects (consulting engineers, contractors etc) are to be engaged in terms of signed municipal service provider contracts, duly approved by Council and following a transparent tender process.

Ownership of the capital project will vest in the Municipality upon completion and therefore provision must be made in the operational budget for the operation and maintenance of these assets.

6.2.4. Revenue Raising Strategies

All Consumers must be to register and billed for services rendered.

An debts collection service to be instituted to monitor the billing and payment of services.

An adoption of credit control policy; part of the debt collection process is the levying of interest on outstanding payments

Fast racking of formalization of Mangosuthu towns as well as Thubelisha.

Attracting investors for property development in order to enhance rates income, especially the shopping mall.

6.2.5. Asset Management Strategies

All assets whether fixed or moveable are to be recorded in a asset register which is electronically maintained

The asset register is updated when assets are acquired (purchase or transfer once a capital project has been completed) or disposed of

On an annual basis at least there must be a reconciliation between the physical asset holding and that reflected in the asset register

Where capital assets are transferred from the District Municipality, budgetary provision for the operation and maintenance of those assets must be included

6.2.6. Cost Effectiveness Strategies

Development of a functional organizational structure that is staffed with appropriate personnel who contribute to the efficacy of the Municipality

The implementation of internal controls that ensure the management of stock holding (control over shrinkage),

management of cash flow to reduce usage of overdraft facilities with attendant penal interest rates and ensure efficient investment of surplus monies.

6.3. S.W.O.T Analysis

KPA: Municipal Financial Viability and Management Analysis	
Strengths	Weaknesses
• CFO and Deputy CFO appointed • Assistance of Internal Auditors • Financial Policies in place • Capable leadership to develop an audit action to address all the issues raised by the Auditor General is in existence	• Shortage of staff • Inability to collect revenue • High outstanding depts. • High dependency in grant funding • Cash flow problems
• Opportunities	• Threats
• Revenue base • Municipality have electrical licence	• Municipality losing millions in revenue every year • Rate payers association holding back their payments

C.7. Combined SWOT Analysis

KPA: Municipal Transformation and Institutional Analysis	
Strengths	Weaknesses
• Municipal Manager appointed • All critical posts filled • Directors appointed have signed performance agreements • All municipal committees are functional [Exco, Council, Portfolio committees, MPAC, cash flow committee, BID committees, etc] • Availability of most policies • Stable political climate • Capacity building is taking place	• Unavailability of gazetted by-laws • Lack of sufficient office space and equipment • Poor IT infrastructure and maintenance
Opportunities	Threats
• Excess fleet and municipal property can be auctioned to the public (MFMA) to help generate income for the municipality. • Bursaries are offered by Mondi in partnership with the municipality • Skills Training for communities	• Non-corporation from sector departments
KPA: Basic Service Delivery and Infrastructure Development	
Strengths	Weaknesses
• An appointed Director of the Department • Appointed PMU, Housing, Electrical and Public Works Managers • Maximise use of our own plant and machinery	• Inability to spend the MIG funding as per the expectations from National Treasury • No operational plan for municipal plant • Dilapidated machinery • No Comprehensive Infrastructure Maintenance Plan

	[CIMP] • Lose millions in revenue because ZDM is water and sanitation service provider
Opportunities	Threats
• Employment opportunities are offered through the CWP and EPWP • Dense settlement makes delivery of infrastructure cost effective	• Social / community uprisings due to lack of service delivery • Possibility of losing MIG funding • Further deterioration of existing infrastructure due to lack of CIMP
KPA: Local Economic and Social Development Analysis	
Strengths	Weaknesses
• Recently updated LED Plan in Place • Informal Trading policy in place • Functional LED unit	• Shortage of staff • Informal Trading by-laws not gazetted • Lack of Project Packaging • Minimum understanding of LED by officials and councillors • Limited budget to implement all planned programmes • Lack of support by sector departments
Opportunities	Threats
• Opportunity to access external funding via our community forums • Establishment of Municipal Development Agency which will implement business opportunities within the area • Potential for LED to create sustainable jobs should all stakeholders implement the LED Strategy	• Inability to attract investors • Lack of proper infrastructure hinders development and investment • Uncontrolled street trading
KPA: Spatial, Environmental and Disaster Management Analysis	
Strengths	Weaknesses
• Appointed Director and Manager for informed decision-making • Availability of DPSS staff for additional support and capacity to help eradicate backlogs	• No dedicated official to develop with IDP • There is no dedicated official to deal with environmental issues, reliance upon the provincial department • Limited budget hinders the functionality of the department

Fairly new and updated planning frameworks and policies in place	- and implementation of planning frameworks and policies - Failure to provide residential sites
Opportunities	Threats
- Updated policies and frameworks form the basis to attract investment and guide development (SDF and UDFIP) - High Tourism Potential that needs to be enhanced - Proposed shopping centre and middle income housing can assist in attracting investment	- Failure to develop wall to wall schemes soon will create many illegal developments - Failure to attract investors will create high levels of migration and unemployment - Shortage of municipal owned land
KPA: Municipal Financial Viability and Management Analysis	
Strengths	Weaknesses
- CFO and Deputy CFO appointed - Assistance of Internal Auditors - Financial Policies in place - Capable leadership to develop an audit action to address all the issues raised by the Auditor General is in existence	- Shortage of staff - Inability to collect revenue - High outstanding debts. - High dependency in grant funding - Cash flow problems
Opportunities	Threats
- Revenue base - Municipality have electrical licence	- Municipality losing millions in revenue every year - Rate payers association holding back their payments

C.8. Key Challenges

KPA NO.	Municipal Challenge	KZN PGDS Response
1	Infrastructure backlog	4. Strategic Infrastructure
1	Ageing infrastructure	4. Strategic Infrastructure
1	Poor infrastructural maintenance planning	4. Strategic Infrastructure
1	Lack of social and public facilities	4. Strategic Infrastructure
1	Lack of sufficient office space	4. Strategic Infrastructure
2	Unemployment	1. Job Creation
2	Untapped tourism potential	7. Spatial Equity
2	High poverty levels	3. Human and Community Development
2	Inability to attract investors	7. Spatial Equity
3	Poor revenue collection	6. Governance and Policy
3	Shortage of operational resources	6. Governance and Policy
4	Shortage of human resources	2. Human Resource Development
5	Uncoordinated it infrastructure	4. Strategic Infrastructure
5	High levels of illiteracy	2. Human Resource Development
5	Poor coordination of IGR	6. Governance and Policy
5	High HIV/Aids prevalence	3. Human and Community Development
5	Gazetting of bylaws	6. Governance and Policy
6	Shortage of municipal land	7. Spatial Equity
6	Natural disaster prone area	5. Response to Climate Change
6	uncoordinated environmental management system	5. Response to Climate Change)

D. DEVELOPMENT STRATEGIES

It is very important to consider international trends before a vision for eDumbe's development is formulated, as this can form the basis and guide to the municipality in formulating a vision. The United Nations, the World Bank and 189 countries adopted the Millennium Development Goals in September 2000. The aim is to reduce poverty while improving health, education and the environment. Each goal is to be achieved by 2015 compared to 1990 levels.

D.1. Millennium Development Goals:

Eradicate extreme poverty and hunger:

Halve the proportion of people with less than one dollar a day.

Halve the proportion of people who suffer from hunger.

Achieve universal primary education:

Ensure that boys and girls alike complete primary schooling.

Promote gender equality and empower women:

Eliminate gender disparity at all levels of education

Reduce child mortality:

Reduce by two thirds the under-five mortality rate

Improve maternal health:

Reduce by three quarters the maternal mortality ratio

Combat HIV/AIDS, malaria and other diseases:

Reverse the spread of HIV/AIDS

Ensure environmental sustainability:

Integrate sustainable development into country policies and reverse loss of environmental resources

Halve the proportion of people without access to potable water

Significantly improve the lives of at least 100 million slum dwellers

Develop a global partnership for development:

Raise official development assistance

Expand market access

Encourage debt sustainability

To ensure alignment to the national millennium development goals and to address challenges facing the municipality, the eDumbe Council has adopted the following Vision, Mission, Core Values, Development Goals and Strategies.

In its Council Meeting held in October 2012 eDumbe Council adopted its new Vision and Mission with strategies linked to the KZN Provincial Priorities as follows:

D.2. Vision

“By 2030 eDumbe will be a **liveable, economically progressive** municipality and a **gateway** to KwaZulu-Natal.”

D.3. Mission

“eDumbe Municipality Seeks to creates a **healthy, safe environment** with **economically** active communities through promotion of **sustainable infrastructure** development while unlocking **agricultural** and **tourism** potential”

D.4. Core Values

The éDumbe Municipality aims to achieve its primary function and justify its existence as a Local Municipality by prescribing to the following core values:

Transparency, Openness and Fairness: Maximise public participation to involve all stakeholders in municipal decision making processes to ensure fairness and equity

Honesty: need to act in good faith at all times

Integrity: act in good faith displaying respect and always deliver on promises

Dignity: service delivery that is rendered in a dignified manner in respect to human character

Effectiveness and Efficiency: rendering services that address the needs of the people.

D.5. Development Goals/Strategic Objectives

The following long term development goals / strategic objectives have been identified based on the in trying to address the key challenges identified in Situation Analysis:

1. To provide and promote access to public infrastructure and facilities
2. To alleviate poverty through promoting local economy and local tourism
3. To promote prudent financial management and viability
4. To promote good governance and efficient administration
5. To ensure capacity building and attend to training needs and identified gaps on operations
6. To promote Intergovernmental Relations
7. To promote transparent, public participation and Integrated Development Plan (IDP)
8. To fight poverty and ensure food security
9. To promote healthy society
10. To promote safety and security
11. To develop designated groups
12. To fight HIV/AIDS syndrome
13. To promote youth and sports development
14. To promote Arts and Cultural Development
15. To achieve spatial equity and environmental planning
16. To respond to issues of climate change

Based on the above outlined developmental goals, the Municipality has identified the following Six (6) Key Performance Areas that may lead to the realization of its development strategies:

Figure 15: Key Performance Areas



éDumbe Local Municipality has identified the above as key performance areas that may lead to the realisation of its development vision. These programs are interrelated and intertwined and as such the success of another depends entirely on the success of others.

The strategic framework of municipality must assist the organisation to ultimately reach its Vision and all actions within the municipality must be measured against the benchmark of the strategic framework to ensure that the municipality will achieve the goals set for it.

The greatest challenge that faces the municipality is to address the needs of its residents in a sustainable manner with the limited resources that is available. In trying to address éDumbe development needs, the following strategic focus areas have been identified.

D.6. Strategic Focus Areas

In this current 5 year circle, eDumbe Municipal strategic focus areas shall be on championing economic development, infrastructure and basic service delivery. Therefore,

Eradicating **infrastructural** and **Basic Services** Backlogs

Engaging with various stakeholders for **land provision**

Accelerate **Housing** Delivery to create Sustainable Human Settlements

Rejuvenate the **urban economy** through the Urban Renewal Programs and supporting economic corridors

Encourage and foster **public participation**

Ensure the delivery of **free basic services**

Implement greater **environmental awareness** through the adoption of sustainable land practice

Develop and implement viable strategies to improve health and fight **HIV/AIDS**

Provide Pro-Active combating mechanisms to deal with **natural disasters**.

Stamping out **crime and lawlessness**

The sustainability of the Mission statement is based on **youth and gender** groups recognition

Promote **LED** through exploring **tourism potential**

Put in place proper systems that will ensure **revenue enhancement** and **debt collection**

Improve **human resource** capacity to ensure effective and efficient service delivery

D.7. Alignment of Development Strategies

Alignment is a key issue that needs to be covered when developing strategies for a municipality. The eDumbe Local Municipality therefore focuses on the issue of alignment in a very detailed fashion to ensure that it contributes to the well-being and prosperity of the KZN Province and the Country as a whole. To yield the maximum benefits and enhance the socio-economic status within the municipality, alignment is focused on and includes the National Key Performance Areas (KPA's), KZN Provincial Growth and Development Strategy (PGDS) and Zululand District Municipality's Development Strategies.

7.1. National Key Performance Area

KPA No. 1 => Service Delivery & Infrastructure Development

KPA No. 2 => Social and Local Economic Development

KPA No. 4 => Municipal Financial Viability & Management

KPA No. 3 => Municipal Transformation and Institutional Development

KPA No. 5 => Good Governance and Public Participation

KPA No. 6 => Spatial Development, Environmental Planning and Disaster Management

7.2. KZN Provincial Growth and Development Strategies (PGDS) Strategic Goals

Job Creation

Human Resource Development

Human and Community Development

Strategic Infrastructure

Response to Climate Change

Governance and Policy

Spatial Equity

7.3. National and Provincial Priorities

Job Creation (Decent work and Economic growth);

Education;

Health;

Rural Development, food security and land reform;

Fighting Crime and corruption; and

Nation Building and Good Governance (State of KZN

Province Address February 2010).

D.8. EDumbe Municipality's Reviewed Strategic Plan

Table 45: Strategic Plan

Key Performance Area: Service Delivery and Basic Infrastructure Development								
Strategic Goal	Key Focus Area	Strategic Objectives (What)	Development Strategy (How)	Target Year (5 Year Strategic Plan)				Resp. Dept.
				13-14	14-15	15-16	16-17	
1.To provide and promote access to public infrastructure and facilities	1.1. Roads	Improve accessibility in all wards	Maximise the use of municipal plant to open access roads	Identify ward/s that are of highest priority to improve accessibility an allocate municipal plant accordingly	Identify ward/s that are of highest priority to improve accessibility an allocate municipal plant accordingly	Identify ward/s that are of highest priority to improve accessibility an allocate municipal plant accordingly	Identify ward/s that are of highest priority to improve accessibility an allocate municipal plant accordingly	Tech Dept
		Refurbish existing Roads in rural & urban areas	Develop a roads maintenance plan	Develop draft roads maintenance plan	Finalise, adopt & implement roads maintenance plan	Review & Implement Roads maintenance Plan	Review & Implement Roads maintenance Plan	Tech Dept
				Refurbish existing roads and patch potholes	Refurbish existing roads and patch potholes	Refurbish existing roads and patch potholes	Refurbish existing roads and patch potholes	Tech Dept
			Develop a public transport plan	Develop draft public transport plan in partnership with dept. of Transport	Finalise, adopt & implement public transport paln	Review & implement public transport plan	Review & implement public transport plan	Tech Dept
	1.2. Electricity	To improve the current electrical network	Refurbish, replace & maintain existing electrical network in urban & rural area areas	Refurbish, replace & maintain existing electrical network in urban & rural area areas	Refurbish, replace & maintain existing electrical network in urban & rural area areas	Refurbish, replace & maintain existing electrical network in urban & rural area areas	Refurbish, replace & maintain existing electrical network in urban & rural area areas	Tech Dept
				Replace & maintain street lights	Replace & maintain street lights	Replace & maintain street lights	Replace & maintain street lights	Tech Dept
	1.3. Sustainable Human Settlements	To provide Sustainable Human Settlements to people of eDumbe	Implement housing projects identified in the HSP	Implement eDumbe Phase iii Housing Project and eDumbe middle income housing	Implement eDumbe Phase iii, Ophuzane, Tholakele, Mangosuthu, eKhombela Housing Projects & eDumbe middle income housing	Implement Ophuzane, Tholakele, Mangosuthu, eKhombela Housing Projects & eDumbe middle income housing	Implement Ophuzane, Tholakele, Mangosuthu, eKhombela Housing Projects & eDumbe middle income housing	Tech Dept
			Review HSP	Review, adopt & HSP	Source funding & implement HSP	Source funding & implement HSP	Review, adopt & implement HSP	Tech Dept
	1.4. Refuse removal	To facilitate the effective and	Establish an IWMP	Finalise, Adopt & Implement IWMP	Review & Implement IWMP	Review & Implement IWMP	Review & Implement IWMP	Tech Dept

	(solid waste)	efficient removal of solid waste	Provide litter bins & refuse bags in urban areas	Identify, prioritise number, and provide litter bins & refuse bags in urban areas	Increase supply of litter bins & refuse bags in urban areas	Increase supply of litter bins & refuse bags in urban areas	Increase supply of litter bins & refuse bags in urban areas	Tech Dept
			Provide a site suitable for solid waste dumping	Conduct EIA & Identify a site	Finalise EIA & begin with Implementation	Construct solid waste site	Operate and maintain of solid waste site	Tech Dept
	1.5. Cemeteries	To ensure that there is sufficient burial space and that cemeteries are well kept	Provide suitable land for increased burial space	Source funding for EMP	Develop & adopt EMP	Implement & monitor	Implement & monitor	Tech Dept
			Fence and maintain existing cemeteries	Identify cemeteries of urgent need & fence & maintain	Identify cemeteries of urgent need & fence & maintain	Identify cemeteries of urgent need & fence & maintain	Identify cemeteries of urgent need & fence & maintain	Tech Dept
	1.6. Municipal Facilities	To practice in a safe and adequate environment	Identify wards & existing facilities that are of most need.	Provision of new facilities, & Continuous maintenance & repairs	Provision of new facilities, & Continuous maintenance & repairs	Provision of new facilities, & Continuous maintenance & repairs	Provision of new facilities, & Continuous maintenance & repairs	Tech Dept
	1.7. Community Facilities	To ensure the community is well equipped with services and facilities	Identify wards & existing facilities that are of most need.	Provision of new facilities, & Continuous maintenance & repairs	Provision of new facilities, & Continuous maintenance & repairs	Provision of new facilities, & Continuous maintenance & repairs	Provision of new facilities, & Continuous maintenance & repairs	Tech Dept

Key Performance Area: Local Economic and Social Development

Strategic Goal	Key Focus Area	Strategic Objectives (What)	Development Strategy (How)	Target Year (5 Year Strategic Plan)				Resp. Dept.
				13-14	14-15	15-16	16-17	
2. To alleviate poverty through promoting local economy and local tourism	2.1. Job Creation	Enhance Industrial Development through Trade & Investment	Development of Industrial development strategy	Source funds for development of IDS working closely with DEDT	Development of draft IDS	Finalisation, adoption & implementation of IDS	Review & implement IDS	Plan & Dev
		Expansion of Government-led Job Creation Programmes	Implementing the current small contractor incubator programme	Prioritise allocated budget and implementation	Monitor & evaluate	Monitor & evaluate	Monitor & evaluate	Plan & Dev

		Promoting SMME, Entrepreneurial and Youth Development	Package implementable LED initiatives	Packaging of feasibility studies and business plans LED initiatives	Packaging of feasibility studies and business plans LED initiatives	Packaging of feasibility studies and business plans LED initiatives	Packaging of feasibility studies and business plans LED initiatives	Plan & Dev
				Source funding & implement initiatives	Source funding & implement initiatives	Source funding & implement initiatives	Source funding & implement initiatives	Plan & Dev
				Monitor & evaluate	Monitor & evaluate	Monitor & evaluate	Monitor & evaluate	Plan & Dev
		Enhance the Knowledge Economy	Conduct & facilitate training & workshops on LED & business management	Conduct needs analysis through LED forum, business chamber & informal chamber	Conduct needs analysis through LED forum, business chamber & informal chamber	Conduct needs analysis through LED forum, business chamber & informal chamber	Conduct needs analysis through LED forum, business chamber & informal chamber	Plan & Dev
				Conduct training as per need of the analysis	Conduct training as per need of the analysis	Conduct training as per need of the analysis	Conduct training as per need of the analysis	Plan & Dev
	2.2. Fighting Poverty	Alleviate poverty	Implement UNSRDP ("Ukuzakha Nokuzenzela Sustainable Rural Development Programme)	Provide ploughing assistance to local small scale farmers for subsistence use	Provide ploughing assistance to local small scale farmers for subsistence use	Provide ploughing assistance to local small scale farmers for subsistence use	Provide ploughing assistance to local small scale farmers for subsistence use	Plan & Dev
				Monitor & evaluate	Monitor & evaluate	Monitor & evaluate	Monitor & evaluate	Plan & Dev
	2.3. Natural Resources	Unleashing Mining Potential	Develop a mining strategy	Develop draft mining sector plan	Finalise, adopt & implement mining strategy	Review & Implement mining strategy	Review & Implement mining strategy	Plan & Dev
		Unleashing Agricultural Potential	To develop an agricultural sector plan	Develop draft agricultural sector plan	Finalise, adopt & implement agricultural sector plan	Review & Implement agricultural sector plan	Review & Implement agricultural sector plan	Plan & Dev
			Staging Awareness campaigns on "1 home, 1 garden" concept to promote subsistence farming	Attract funding from DoA and DoHS to promote this concept	Stage awareness campaigns in 4 wards	Stage awareness campaigns in 4 wards	Stage awareness campaigns in 4 wards	Plan & Dev
			Unlocking potentially available land	Establish Land reform forum	Liaise with DoRDLR & affected parties over land availability	Liaise with DoRDLR & affected parties over land availability	Liaise with DoRDLR & affected parties over land availability	Plan & Dev

		To promote sustainability & ensure protection of municipal natural resources and heritage sites	Prioritise promotion & Refurbishment & restoration of natural resources & heritage sites	Fence, secure, promote & market heritage sites	Fence, secure, promote & market heritage sites	Fence, secure, promote & market heritage sites	Fence, secure, promote & market heritage sites	Plan & Dev
	2.4. Tourism & Marketing	To market the municipality and its opportunities that it offers	Develop a Tourism strategy	Develop and adopt draft Tourism Strategy	Finalise, adopt & implement Tourism strategy	Review & Implement Tourism Strategy	Review & Implement Tourism Strategy	Plan & Dev
				Packaging & Implementing projects emanating from the tourism strategy	Packaging & Implementing projects emanating from the tourism strategy	Packaging & Implementing projects emanating from the tourism strategy	Packaging & Implementing projects emanating from the tourism strategy	Plan & Dev
				Tourism & marketing campaigns	Tourism & marketing campaigns	Tourism & marketing campaigns	Tourism & marketing campaigns	Plan & Dev
	2.5. Informal economy	To formalise the informal economy/sector	Ensure the effectiveness of the informal chamber	Identify & assist in finding a location for informal trading	Upgrade informal traders facilities	Installation of new market and trading stalls	Monitor the effectiveness of the new stalls	Plan & Dev

Key Performance Area: Financial Viability and Management

Strategic Goal	Key Focus Area	Strategic Objectives (What)	Development Strategy (How)	Target Year (5 Year Strategic Action Plan)				Resp. Dept.
				13-14	14-15	15-16	16-17	
3. To promote prudent financial management and viability	3.1. Revenue	To improve revenue collection	Implement current credit control and debt collection policy and bylaws	Review, adopt & implement credit control and debt collection policy	Review, adopt & implement credit control and debt collection policy	Review, adopt & implement credit control and debt collection policy	Review, adopt & implement credit control and debt collection policy	Fin.
			Validate debtors information	Reconciliation and updating of debtors info. from abakus, GIS & valuation roll	Reconciliation and updating of debtors info. from abakus, GIS & valuation roll	Reconciliation and updating of debtors info. from abakus, GIS & valuation roll	Reconciliation and updating of debtors info. from abakus, GIS & valuation roll	Fin.
			Implement Revenue Enhancement Strategy	Review & adopt Revenue Enhancement Strat.	Review & adopt Revenue Enhancement Strat.	Review & adopt Revenue Enhancement Strat.	Review & adopt Revenue Enhancement Strat.	Fin.
			Increase points of sale for municipal services	Identify & implement new points of sale for municipal services	Identify & implement new points of sale for municipal services	Identify & implement new points of sale for municipal services	Identify & implement new points of sale for municipal services	Fin.

	3.2. Expenditure	To ensure compliance of the MFMA in terms of section 65 & be a debt free municipality	Development of an expenditure policy/plan	Develop draft expenditure policy/plan	Finalise, adopt & implement expenditure policy/plan	Review, adopt & implement expenditure policy/plan	Review, adopt & implement expenditure policy/plan	Fin.
				Ensuring payment of suppliers/creditors timeously	Ensuring payment of suppliers/creditors timeously	Ensuring payment of suppliers/creditors timeously	Ensuring payment of suppliers/creditors timeously	Fin.
	3.4. SCM	To ensure compliance of chapter 11 of MFMA	Effectively managing & implementing the existing SCM Policy	Review, adopt & implement SCM Policy	Review, adopt & implement SCM Policy	Review, adopt & implement SCM Policy	Review, adopt & implement SCM Policy	Fin.
	3.5. Asset Management	To have a complete & effective asset register	Validate asset information on current records system	Update asset register	Update asset register	Update asset register	Update asset register	Fin.

Key Performance Area: Municipal Transformation and Institutional Development

Strategic Goal	Key Focus Area	Strategic Objectives (What)	Development Strategy (How)	Target Year (5 Year Strategic Plan)				Resp. Dept.
				13-14	14-15	15-16	16-17	
4. To promote good governance and efficient administration	4.1. Municipal Policies	To ensure that the municipality has in place all the relevant prescribed policies, strategies and by-laws	Conduct policy workshops internally & externally to identify gaps	Identify the need for new policies, strategies, plans and by-laws	Identify the need for new policies, strategies, plans and by-laws	Identify the need for new policies, strategies, plans and by-laws	Identify the need for new policies, strategies, plans and by-laws	Corp Serv
				Develop or Review, adopt & implement municipal policies, strategies, plans & by-laws	Develop or Review, adopt & implement municipal policies, strategies, plans & by-laws	Develop or Review, adopt & implement municipal policies, strategies, plans & by-laws	Develop or Review, adopt & implement municipal policies, strategies, plans & by-laws	Corp Serv
				Publicise & Gazette relevant by-laws	Gazette relevant by-laws	Gazette relevant by-laws	Gazette relevant by-laws	Corp Serv
5. To ensure capacity building and attend to training needs and identified gaps on	5.2. Capacity building & Skills development	To ensure that staff councillors and the community are exposed to capacity building initiatives	A specific budget to support capacity building initiatives must be developed & prioritised when reviewing the workplace skills plan	Conduct skills audit internally & externally	Conduct skills audit internally & externally	Conduct skills audit internally & externally	Conduct skills audit internally & externally	Corp Serv
				Review, adopt and implement workplace skills plan	Review, adopt and implement workplace skills plan	Review, adopt and implement workplace skills plan	Review, adopt and implement workplace skills plan	Corp Serv
	5.3.	To have a fully	Filling of PMS post	Plan, implement,	Plan, implement, monitor,	Plan, implement,	Plan, implement,	Corp

operations	Performance Management	functional OPMS		monitor, evaluate & report on existing PMS	evaluate & report on existing PMS	monitor, evaluate & report on existing PMS	monitor, evaluate & report on existing PMS	Serv Corp Serv
	5.4. Vacant posts	Ensure critical posts are filled	Review organogram per department	Review, adopt & fill critical posts identified on organogram	Review, adopt & fill critical posts identified on organogram	Review, adopt & fill critical posts identified on organogram	Review, adopt & fill critical posts identified on organogram	Corp Serv
	5.5. Employment equity	To ensure that the municipality is compliant with labour laws.	Develop an employment equity plan & employee assistant programme	Develop draft employment equity plan & employee assistant programme	Develop draft employment equity plan & employee assistant programme	Develop draft employment equity plan & employee assistant programme	Develop draft employment equity plan & employee assistant programme	Corp Serv
	5.6. Municipal Website	To have a website that is easily accessible and informative	Provision of newsletters, advertisements, financial reports	Update of website	Update of website	Update of website	Update of website	Corp Serv
	5.7. Record Management	To have a fully functional and effective record system	Establish a record/archives management policy	Develop draft record/archives management policy	Finalise, adopt & implement record/archives management policy	Review & Implement record/archives management policy	Review & Implement record/archives management policy	Corp Serv
	5.8 MTAS	To have a MTAS that addresses the municipality's critical issues	Annually review MTAS	Review, adopt & implement municipal MTAS	Review, adopt & implement municipal MTAS	Review, adopt & implement municipal MTAS	Review, adopt & implement municipal MTAS	Corp Serv

Key Performance Area : Good Governance and Public Participation

Strategic Goal	Key Focus Area	Strategic Objectives (What)	Development Strategy (How)	Target Year (5 Year Strategic Plan)				Resp. Dept.
				13-14	14-15	15-16	16-17	
6. To promote Intergovernmental Relations	6.1. IGR	Promoting Intergovernmental Relations (IGRs)	Honouring Development Planning Shared Services Business Plan	2 nd year invoice paid	3 rd year invoice paid	4 th year invoice paid	5 th year invoice paid	Plan & Dev
	6.2. Communication and relationship building	Strengthen & Improve Communication & relations internally and externally	Implement Communication Policy	Review, adopt and implement communication policy	Review, adopt and implement communication policy	Review, adopt and implement communication policy	Review, adopt and implement communication policy	Corp Serv
				Convene & record	Convene & record	Convene & record	Convene & record	Corp

		(including IGR)		meetings/workshops with external stakeholders	meetings/workshops with external stakeholders	meetings/workshops with external stakeholders	meetings/workshops with external stakeholders	Serv
7. To promote transparent, public participation and Integrated Development Plan (IDP)	7.1. Fraud and Corruption	Eradicate fraud and corruption	Implement fraud & corruption plan	Review, adopt & implement fraud & corruption plan	Review, adopt & implement fraud & corruption plan	Review, adopt & implement fraud & corruption plan	Review, adopt & implement fraud & corruption plan	Corp Serv
	6.4. Customer care and satisfaction	Improve current customer satisfaction	Introduce Customer satisfaction surveys	Conduct customer satisfaction surveys	Conduct customer satisfaction surveys	Conduct customer satisfaction surveys	Conduct customer satisfaction surveys	Corp Serv
				Analyse feedback and improve on comments received	Analyse feedback and improve on comments received	Analyse feedback and improve on comments received	Analyse feedback and improve on comments received	Corp Serv
			Develop customer satisfaction registers & suggestion boxes for all municipal offices	Implement customer satisfaction registers & suggestion boxes	Implement customer satisfaction registers & suggestion boxes	Implement customer satisfaction registers & suggestion boxes	Implement customer satisfaction registers & suggestion boxes	Corp Serv
				Analyse feedback and improve on comments received	Analyse feedback and improve on comments received	Analyse feedback and improve on comments received	Analyse feedback and improve on comments received	Corp Serv
	7.2. Government & Admin	To ensure that all municipal Government & Admin operations are fully effective & efficient	Implementing MSA 32 of 2000 (schedule of meetings)	Convene all government operational meetings & implement administrative procedures	Convene all government operational meetings & implement administrative procedures	Convene all government operational meetings & implement administrative procedures	Convene all government operational meetings & implement administrative procedures	Corp Serv
	7.3. IDP	Promote participative, facilitative and accountable governance	Developing IDP process plan and annual review of IDP	Review and adopt IDP	Review and adopt IDP	Review and adopt IDP	Review and adopt IDP	Plan & Dev
8. To fight poverty and ensure food security	8.1. Poverty, Social Welfare & food security	Safeguard sustainable livelihoods and food security To alleviate poverty	Staging Awareness campaigns on "1 home, 1 garden" concept to promote subsistence farming	Stage awareness campaigns in 4 wards	Stage awareness campaigns in 4 wards	Stage awareness campaigns in 4 wards	Stage awareness campaigns in 4 wards	Comm Serv
			Providing mayoral special projects in all wards	Identify needs & supply special projects	Identify needs & supply special projects	Identify needs & supply special projects	Identify needs & supply special projects	Comm Serv

9. To promote healthy society	9.1. Health care	Enhancing health of communities and citizens	Increase number of mobile clinics	Identify wards that need mobile clinics & engage dept. of health	Monitor the use of mobile clinics	Monitor the use of mobile clinics	Monitor the use of mobile clinics	Comm Serv
			Development of a proper clinic	Identify the ward where the clinic will be located and engage dept. of health	Monitor progress with dept. of health in terms of budgeting, construction, etc.	Monitor progress with dept. of health in terms of budgeting, construction, etc.	Monitor progress with dept. of health in terms of budgeting, construction, etc.	Comm Serv
10. To promote safety and security	10.1. Public Safety & Security	Enhancing public safety and security	Increase capacity to focus on issues surrounding only crime	Identify wards that have the highest impact of crime & provide for visible policing	Monitor the impact of visible policing	Monitor the impact of visible policing	Monitor the impact of visible policing	Comm Serv
			Implement Road safety projects	Identify wards that are in need of road safety and implement speed humps	Construct traffic circle and new road signage/markings	Installations of traffic signals & road signage/markings (robots)	Installations of traffic signals & road signage/markings(robots)	Comm Serv
11. To develop designated groups	11.1. Special Groups	Promote youth, disabled, elderly & women	Development of a special groups development plan	Develop draft special groups development plan	Finalise, adopt & implement special groups plan	Review & Implement special groups plan	Review & Implement special groups plan	Comm Serv
12. To fight HIV/AIDS syndrome	12.1. HIV/AIDS	To reduce the impact of HIV/AIDS	Develop an HIV/AIDS plan	Develop HIV/AIDS Plan	Finalise, adopt and Implement HIV/AIDS Plan	Review & Implement HIV/AIDS Plan	Review and Implement HIV/AIDS Plan	Comm Serv
			Stage awareness campaigns	Stage awareness campaigns in partnership with Dept. of Soc. Dev	Stage awareness campaigns in partnership with Dept. of Soc. Dev	Stage awareness campaigns in partnership with Dept. of Soc. Dev	Stage awareness campaigns in partnership with Dept. of Soc. Dev	Comm Serv
13. To promote youth and sports development	13.1. Sport development	To promote sports development	Support sports development on a local, district & provincial level	Budget, Implement & monitor the attendance, participation and results of these programmes	Budget, Implement & monitor the attendance, participation and results of these programmes	Budget, Implement & monitor the attendance, participation and results of these programmes	Budget, Implement & monitor the attendance, participation and results of these programmes	Comm Serv
14. To promote Arts and Cultural	14.1. Arts and culture	To promote arts & culture	Support annual arts & culture programmes, locally, district &	Budget, Implement & monitor the attendance, participation and results of these programmes	Budget, Implement & monitor the attendance, participation and results of these programmes	Budget, Implement & monitor the attendance, participation and results of these programmes	Budget, Implement & monitor the attendance, participation and	Comm Serv

Development			provincially				results of these programmes	
-------------	--	--	--------------	--	--	--	-----------------------------	--

Key Performance Area : Spatial Development, Environment Planning and Disaster Management								
Strategic Goal	Key Focus Area	Strategic Objectives (What)	Development Strategy (How)	Target Year - 2010-2017 (5 Year Strategic Plan)				Resp. Dept.
				13-14	14-15	15-16	16-17	
15. To achieve spatial equity and environmental planning	15.1. LUMS	To promote harmonious & co-ordinated land uses to achieve sustainable environment	Finalisation of eDumbe wall to wall LUMS	Formalisation of Mangosuthu settlements	Finalisation of formalisation of Mangosuthu	Adoption of wall to wall LUMS	Review & update LUMS	Plan & Dev
				Greenfield Township establishment	Finalisation of greenfield township establishment	Adoption of wall to wall LUMS	Review & update LUMS	Plan & Dev
			Implementation of development controls	Conducting land audit	Enforcement of development controls	Enforcement of development controls	Enforcement of development controls	Plan & Dev
				Conducting building & site inspections	Conducting building & site inspections	Conducting building & site inspections	Conducting building & site inspections	Plan & Dev
	15.2. SDF	To ensure effective management of current and desirable land uses	Adhering to the SDF principles	Review & adopt SDF	Review & adopt SDF	Review & adopt SDF	Review & adopt SDF	Plan & Dev
				Development of Local SDF	Review & adopt Local SDF	Review & adopt Local SDF	Review & adopt Local SDF	Plan & Dev
				Supporting & promoting the expansion of the Development Nodes & Corridors	Supporting & promoting the expansion of the Development Nodes & Corridors	Supporting & promoting the expansion of the Development Nodes & Corridors	Supporting & promoting the expansion of the Development Nodes & Corridors	Plan & Dev
	15.3. Land Reform	To ensure that the process of land reform is fast tracked	Engage DoLARD	Continuously meet and monitor progress with DoLARD	Continuously meet and monitor progress with DoLARD	Continuously meet and monitor progress with DoLARD	Continuously meet and monitor progress with DoLARD	Plan & Dev
		To ensure that the land re-institution programme is of an advantage to the beneficiaries	Providing support by implementing municipal beneficiary programmes & projects	Implement UNSRDP ("Ukuzakha Nokuzenzela Sustainable Rural Development Programme)	Implement UNSRDP ("Ukuzakha Nokuzenzela Sustainable Rural Development Programme)	Implement UNSRDP ("Ukuzakha Nokuzenzela Sustainable Rural Development Programme)	Implement UNSRDP ("Ukuzakha Nokuzenzela Sustainable Rural Development Programme)	Plan & Dev

	15.4. GIS	To establish a GIS Unit within the municipality	Filling of vacant GIS post	Review, amend and prioritise GIS post on organogram.	Advertise and appoint a GIS specialist			Plan & Dev
		To ensure that all GIS data is accessible and readily available to the municipal departments in a sustainable manner	Rollout of ArcReader initiative	Installation of GIS ArcReader software to all departments	Installation of GIS ArcReader software to all departments	Installation of GIS ArcReader software to all departments	Installation of GIS ArcReader software to all departments	Plan & Dev
				Provide training & workshops to the municipal departments	Provide training & workshops to the municipal departments	Provide training & workshops to the municipal departments	Provide training & workshops to the municipal departments	Plan & Dev
				upgrading the GIS hardware & software	upgrading the GIS hardware & software	upgrading the GIS hardware & software	upgrading the GIS hardware & software	Plan & Dev
16. respond issues climate change	To of	16.1. Energy Usage	Promote usage of alternate energy sources	Building a partnership with Eskom	Installing alternate energy mechanisms	Installing alternate energy mechanisms	Installing alternate energy mechanisms	Plan & Dev
		16.2. Land usage	Ensure sustainable usage of land	Protection of environmentally sensitive areas	Enforcement of LUMS and SDF	Enforcement of LUMS and SDF	Enforcement of LUMS and SDF	Plan & Dev
		16.3. Disaster Management	A disaster man. Plan that is responsive	Establishment of a LDMF	Identify relevant stakeholders and launch LDMF	Stage LDMF & monitor response of the DMP	Stage LDMF & monitor response of the DMP	Comm Serv
				Establishment of ward based DMP and LDMP	Review, adopt & implement LDMP	Review, adopt & implement LDMP	Review, adopt & implement LDMP	Comm Serv

E. Spatial Development Framework

E.1. Strategic Mapping

The Spatial Development Framework (SDF) provides strategic guidance for the spatial restructuring of the eDumbe municipal area. It indicates where certain types of developments should or could take place, how these areas relate to other areas, and what development standards should apply. The aim of this review of the municipality's Spatial Development Framework is to: Confirm the general principles and guidelines of the 2011 SDF Ensure alignment of municipal IDP and related projects with the spatial reality of the study area.

Ensure alignment with the Provincial Growth and Development Strategy
Give direction and take into account the need for and compatibility of land uses;
Confirm the Urban Edge in line with COGTA's Guidelines
Provide an Urban Design Framework for the upliftment and increased functionality of the primary node's Central Business District (CBD)

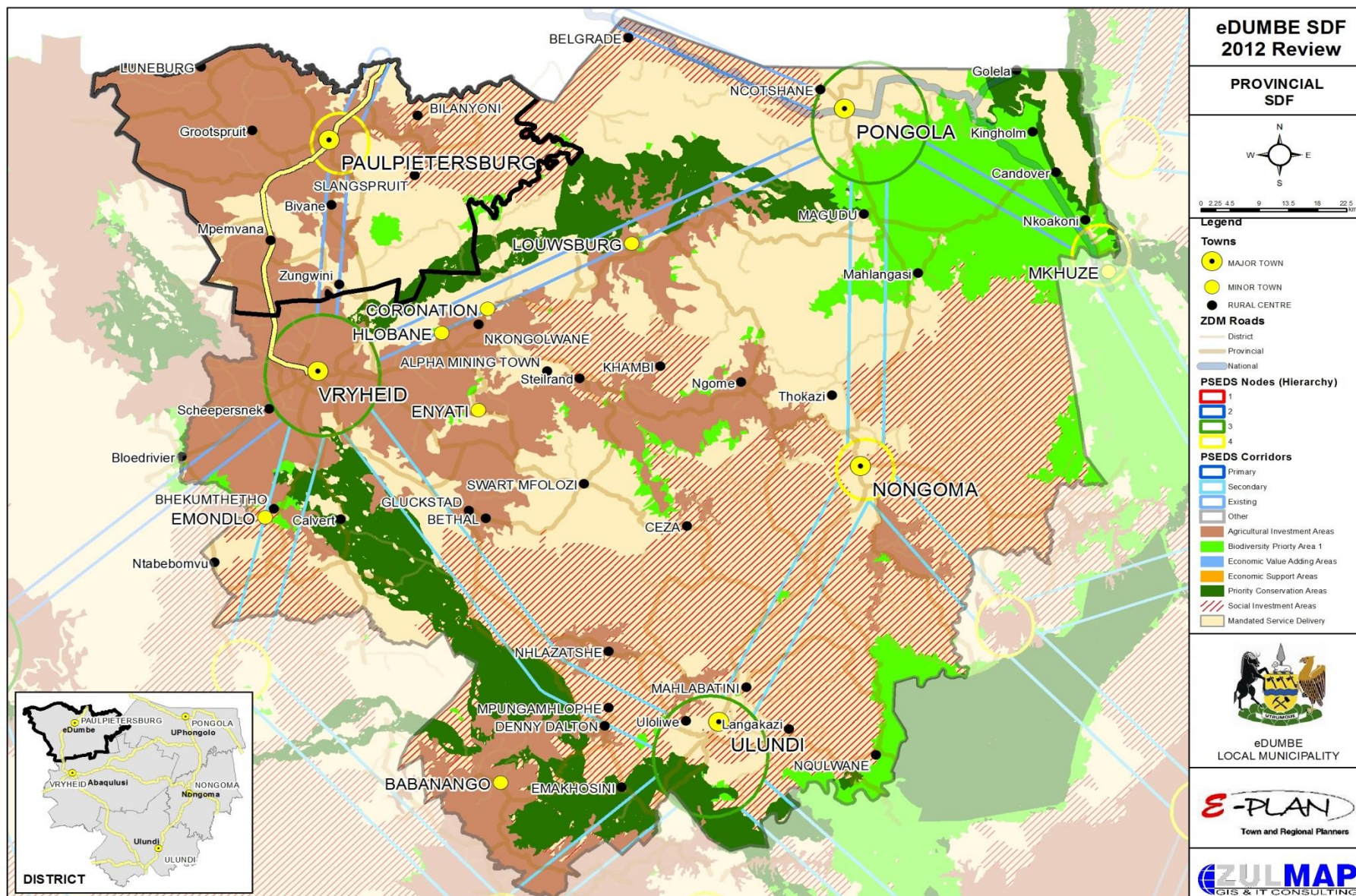
1.1. Desired Spatial Outcome

1.1.1. Spatial Development Objectives

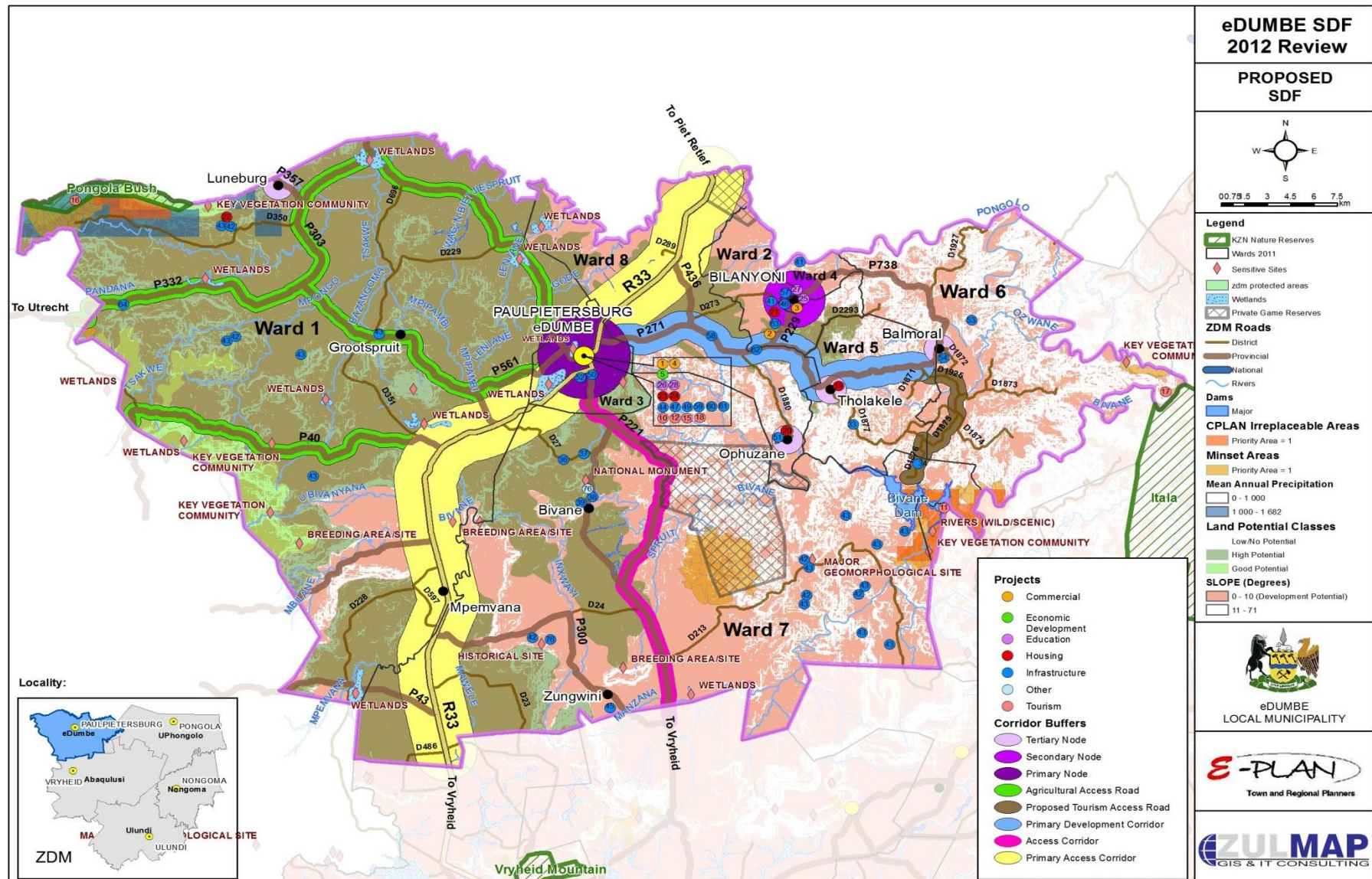
The following Spatial Objectives have been identified for eDumbe Municipality:

Demarcate areas where development should not be allowed
Establish the Urban Edge and identify for infill development
Provide guidelines for the upliftment and increased functionality of the primary node's Central Business District (CBD)
Establish a hierarchy of nodes
Formalise emerging urban settlements
Develop rural service centres in district nodes (emerging urban settlements)
Provision and upgrading of infrastructure to address backlogs
Develop a uniform Land Use management System.
Support Land Reform Projects and Security of tenure
Promote a variety of housing typologies and densities in and around identified nodes

Map 18: Provincial SDF



Map 19: eDumbe SDF Map



1.2. Desired spatial form and land use

1.2.1. Guidelines for LUMS

A Spatial development framework forms part of a larger Land Use Management System, which consist of a number of components which includes the following:

Spatial Development Framework

Land Use (Planning) Schemes

Rates database

Cadastral and property (registration) database

Valuation system

Information regarding the provision of infrastructural services

Property ownership and tenure

Environmental management system

Transportation management system

Information system GIS

The purpose of a Spatial Development Framework (SDF) is to inform the development of a Land use Management Scheme. The SDF provides best-use scenarios for use of land, and it is

the function of the Land Use Management Scheme to regulate these land uses. An SDF therefore does not change the rights of properties but gives guidance and direction for growth of a municipality. It is however necessary to align the Land Use Management Scheme with the Spatial Development Framework to ensure that the objectives of the SDF are met.

Where the SDF provides direction for expansion of specific land uses or the restriction of development within other areas, the purposes of Land Use Management Scheme is to manage the use of the land in order to ensure a healthy living environment, where the environment is safe to live in. It is also necessary to provide social amenities (including social facilities, and services) to ensure a convenient living environment. Through evaluation of conservation resources the SDF also addresses the efficient utilisation of scarce natural resources.

According to COGTA's Guidelines a Land Use management Scheme should address the following aspects:

Land Use Zones (Based on land uses identified within the SDF)

Statements of Intent for use Zones

Management Areas and Management Plans required for applicable areas of the land use scheme, together with such Land Use Matrices as may be required to identify the land uses permitted or prohibited.

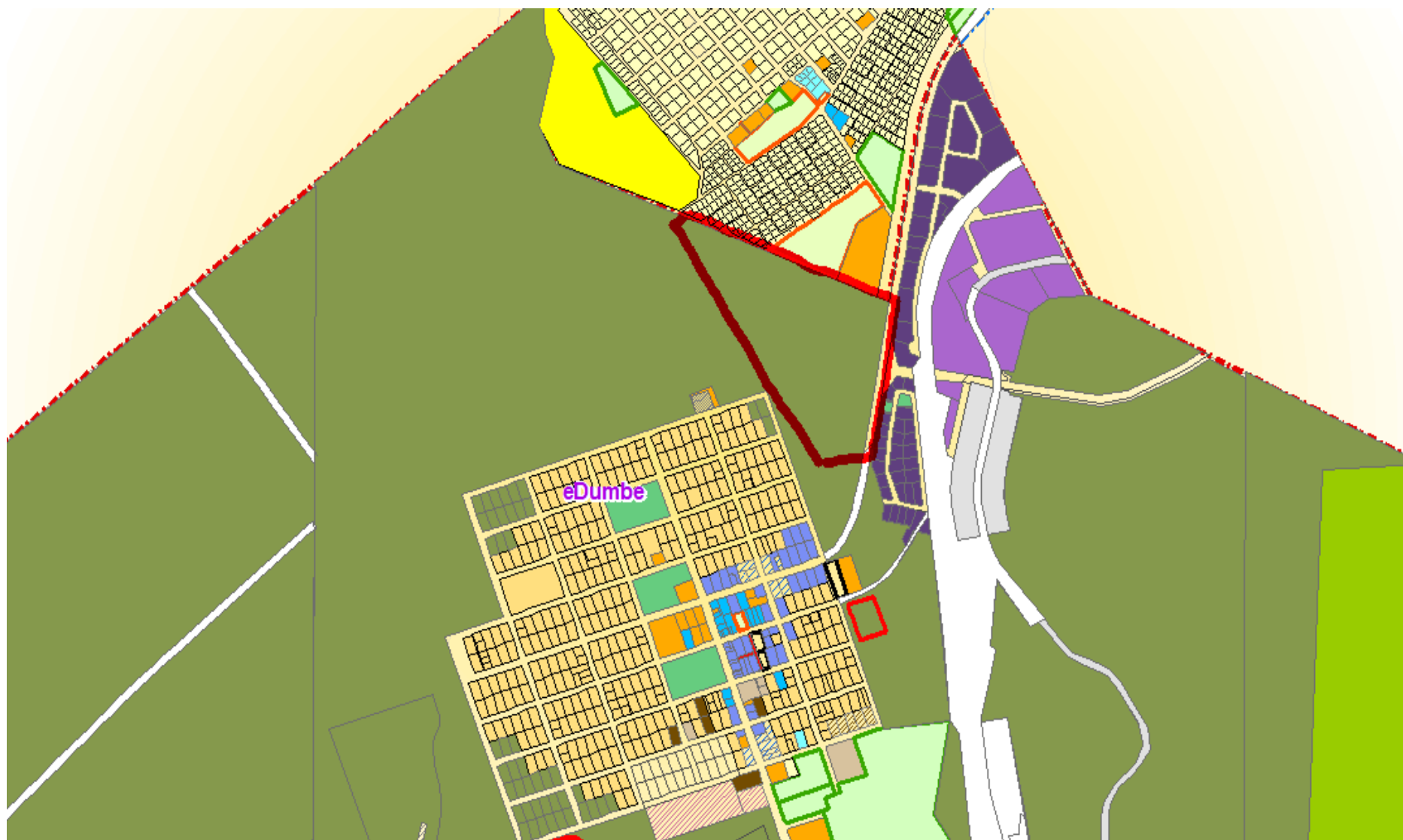
Development Control Templates with permissions, conditions, limitations or exemptions, subject to which such developments may be permitted.

Definition of Terminology

Procedures regarding application, consent, appeal, etc.

Land Use Scheme Maps, Management Area Overlays and Management Plans to spatially depict the land use rights.

Map 20: Zoning Map



1.3. Spatial reconstruction of the municipality

1.3.1. DEVELOPMENT CORRIDORS

The major structuring element for determining the existing and future concentration of development, activity and investment in the eDumbe Municipality consists of an access and movement hierarchy that has been established through the major internal and external national and provincial linkages.

In rural, provincial and national contexts, corridors range in scale depending on function and categorisation of the transportation route that forms the basis of the corridor. Corridors carry the flows of people and trade into and around the nodes connected through the corridor. These flows of people and trade make a corridor function, and should form an integral part of the corridor planning and development processes.

The key advantage of a corridor as a spatial structuring element, and tool for economic growth, is that it has the potential to link areas of higher thresholds (levels of support) and economic potential, with those that have insufficient thresholds. This allows areas that are poorly serviced to be linked to areas of opportunity and benefit with higher thresholds.

1.3.1.1. Regional Development Corridors

The Primary Development Corridor is the provincial road (R33) which links Paulpietersburg/Dumbe to Vryheid in the south and Piet Retief in the north. The corridor is the main trade and transportation route which links up with the R34 and the National Route (N2). This corridor provides a critical link to major provincial centres such as Durban, Mpumalanga and Gauteng.

1.3.1.2. Secondary Development Corridors

The primary focus of these corridors is to link places of economic opportunity with places of residence. Development can be encouraged at appropriate locations along these corridors.

Secondary Corridors in the Municipal area are as follows:

The P227 and P229 which links Paulpietersburg with Bilanyoni/Mangosuthu and further with the smaller settlements distributed in the eastern part of the municipality.

The P221/34-4, this route leads to P46-1 to the South which provides access to Vryheid, Nongoma and the Tourism points of Natal Spa, the Mountain of Wonders and the historical Kruger Bridge.

Interventions envisaged in this area relate to:

Tarring of roads which will provide transport services access to the remote regions, and open up additional economic

opportunity in opening the areas. Accessibility is of key importance.

Developing a localised Corridor Development Strategies which will focus on spatial structure, infrastructure provision and attracting both public and private sector investment.

Ensure multimodal transport integration occurs along these roads at key points.

1.3.1.3. Tertiary Development Corridors

Tertiary corridors link areas and lower order settlements within the municipalities to the secondary and tertiary nodes. These are generally slower moving corridors in terms of social interaction and economic activities. The following routes in eDumbe fulfill the role of Tertiary Corridors:

D1880 – This corridor leads to Ophuzane which falls under the Mtetwa Traditional Authority area. This corridor is of great significance as it is also a tourism route since it gives access to the Paris Dam which is identified as an Eco-Tourism area.

D1871 – This route leads to Mahlosini which falls within the Dhlamini Traditional Authority

D24 – This route link the R33 and the P 34-4 it leads past Zungwini and the Holkrans Historical site.

D22 and D597 – These routes leads to Penvane

D350 -This route provide access to Ekhombela and the Pongola Bush nature Reserve

D1876 and D 1877- This route is the access route to Bivane Dam and once the tourism related development is initiated thee route should be maintained to a good standard.

1.3.1.4. Lower Order Corridors

These corridors ensure linkages between settlements and serve as strategic areas for the location of public facilities and webs of settlement. They are not demarcated on the maps as there are a large number of such access routes, which do not provide vital strategic information, or require to be strategically evaluated within this spatial development framework.

1.3.1.5. Agricultural Corridors

The main source of income and job opportunities in the municipal area is Agriculture and the area has much potential for further agricultural development and value adding opportunities. This is evident from the fact that the Provincial Spatial Economic Development Strategy (PSEDS) identified an important regional Agricultural Investment Area traversing the Municipality.

The components of the identified corridor consist of the following roads:

The P45 linking Paulpietersburg to Luneburg

The P303 linking the R33 with Luneburg and Mkhondo Municipal area in Mpumalanga Province.

The P40, P43, P44 and P332 Providing linkage from the intensive agricultural and forestry area to the Emadlangeni and Newcastle areas and the subsequent markets.

Public interventions envisaged in this area relate to:

Establishing / Expanding Agro-Processing facilities:

Additional income generating opportunities are needed within areas of economic need. Agro processing, especially within an area situated on an agricultural corridor provides the potential for additional income. Agro Processing entails the turning of primary agricultural products into other commodities for market thus, beneficiation of primary agricultural commodities.

To involve communities in agro processing the following option can be considered:

Establishing small-scale, appropriate and sustainable processing/value adding businesses that are flexible require little capital investment and can be carried out in the home without the need for sophisticated or expensive equipment.

Expansion of trade opportunities – formal and informal

1.3.2. SERVICE CENTRE AND ACTIVITY NODES

A hierarchical system of nodes is proposed, based on existing levels and patterns of development, and the distribution of future development and transport linkages, to ensure optimum accessibility to goods and services through equitable distribution. The various nodes are distinguished in terms of whether they are:

Existing and to be maintained at that level

Existing at a lower level and to be extended and consolidated into a higher level node

Paulpietersburg/Dumbe is identified as a quaternary node in terms of the Provincial SDF but it is the primary node for service delivery and availability of facilities in the municipal area. The economy of eDumbe Municipality, as is the case with most rural municipalities in KwaZulu-Natal, operates on a marginalized economic level, and cannot be compared to larger municipal areas with large population numbers, and stronger more vibrant economies.

The classification of nodes as indicated in the following table is therefore applicable only to the eDumbe Municipal Area and the different order nodes cannot be compared with similar classified nodes of more affluent municipalities like the adjacent abaQulusi and Mkhondo municipalities.

Table 46: Classification of Nodes

Primary Municipal Node	Secondary Municipal Node/Rural Service Center	Tertiary Municipal Node/RSC Satellite
Paulpietersburg/Dumbe	Bilanyoni/Mangosothu	Luneburg
		Balmoral
		Ophuzane
		Tholakele

Rural Settlement Clusters have been identified as an indication of large groupings of population. Limited services are provided at these locations, which should be serviced through the Tertiary/RSC Satellite Nodes. The sections below propose a number of facilities to be provided according to the standards as highlighted in 7.4 Standards for Provision of Services. Conceptual localities have been marked for all proposed facilities to depict the area where the facility should be provided. Specific sites must still be obtained through negotiations with land owners, and according to principles which allows for maximum accessibility to the community.

1.3.2.1. Primary Municipal Node

Paulpietersburg/Dumbe is the main nodal area and the most densely populated settlement in eDumbe Local Municipality, and as such is the only Primary Node within the municipality. This is the main centre of the local municipality, serving generally a radius of 25 km with most services and activities required at the local municipality level. This is the point with the highest accessibility within the municipality and provides accessibility on regular basis via public transport to the rural hinterland. It serves as the main activity node for commercial and administrative activities. In order to service the large population concentration, development efforts are focused on economic development & service provision, job creation, government services and provision of basic services.

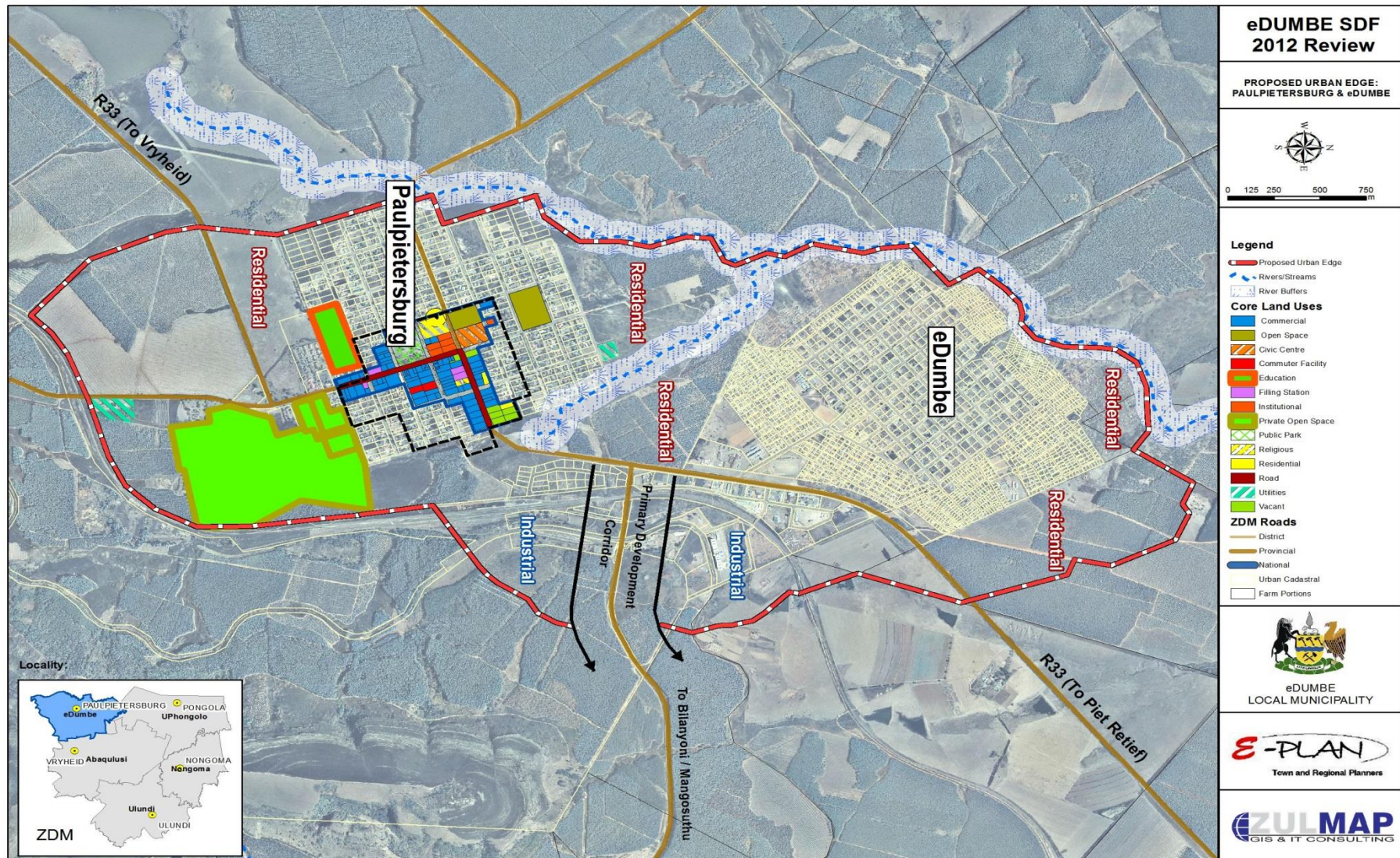
This node consists primarily of Ward 3 and according to the 2011 Census the following is therefore applicable:

Area: 39.69km²

Households: 2 610

Population: 17 651

Map 21: PPB/Dumbe – Primary Node



The priority initiative for the node should be to develop a waterborne sewage system in collaboration with the Zululand District Municipality. The provision of a proper sewage system will enable the densification and the development of multi-storey buildings in the node.

The following initiatives should be supported in the node:

Industrial development based on the agro-economy

Commercial development

Decentralization point for local administration of provincial and local government services

Higher order social and commercial services

Integration with major urban centres such as Piet Retief and Vryheid

Housing development

1.3.2.2. Secondary Municipal Node

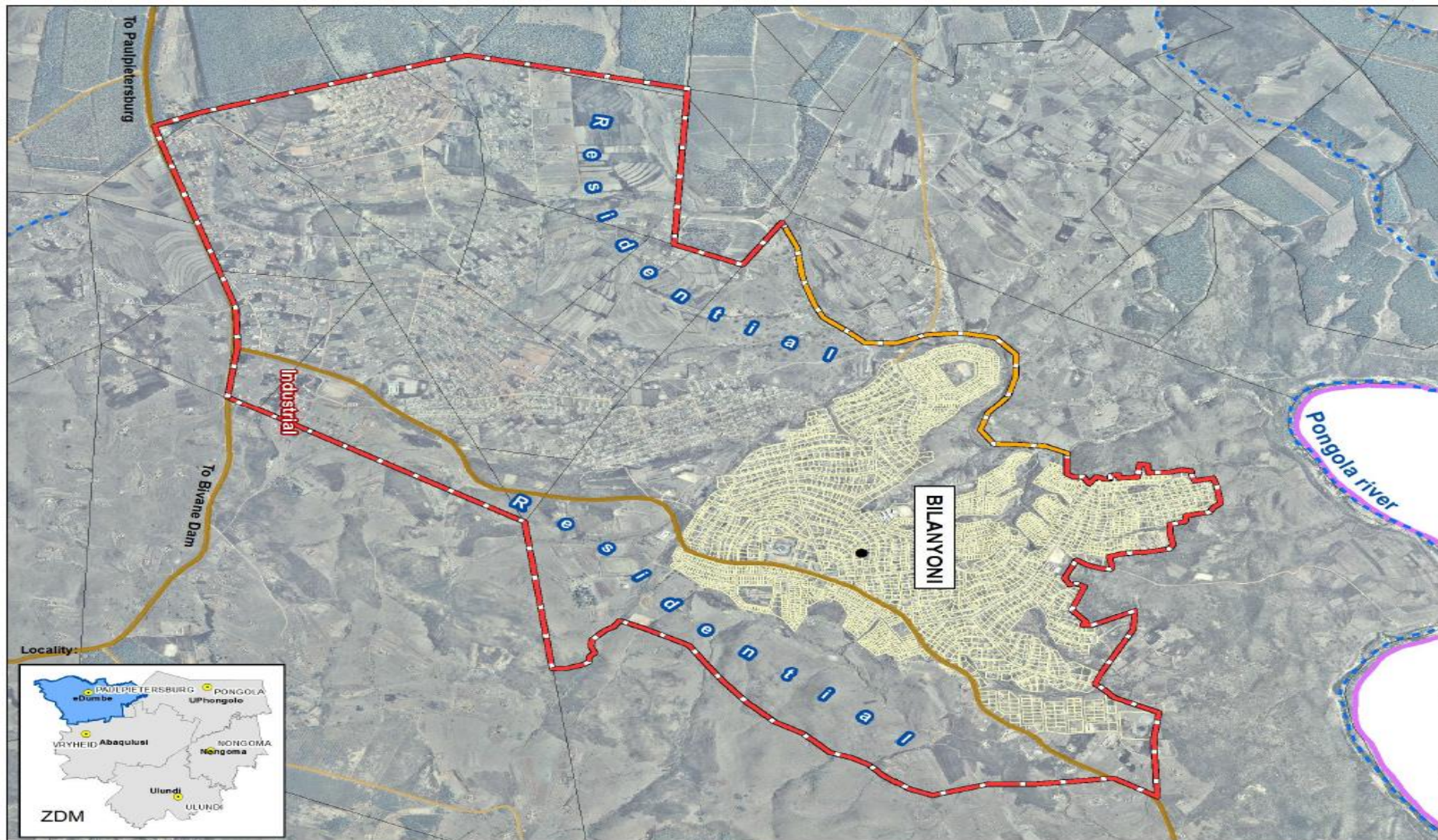
The Secondary Municipal Node is the Bilanyoni/Mangosuthu area 20 km to the east of the primary node. Bilanyoni is a formally established town while the adjacent Mangosuthu is an informal settlement that urgently need to be formalised and

incorporated into the Bilanyoni node. The 2 areas effectively functions as a unit and for development and service delivery purposes should be treated as such.

The Bilanyoni area (initially known as Frischgewaagd) was originally established in the 1960's as a rural "Closer Settlement". Land Use planning in Bilanyoni was formalised in 1999/2000 with the approval of Conditions of Establishment which included land use controls in terms of the Less Formal Townships Establishment Act, Act No. 113 of 1991. This formalised area has been included as part of the Urban Scheme. It is located some 20 km north-east of Paulpietersburg/Dumbe.

Mangosuthu Village lies to the immediate southwest of Bilanyoni. While initiatives were undertaken towards the formalisation of Mangosuthu Village, there were no township layouts available from the Surveyor Generals Office. A Development Framework Plan was prepared for the area in 2001, in terms of which potential erven and zoning were proposed and brought through in the draft Urban Scheme proposals dated April 2004.

Map 22: Bilanyoni/Mangosothu – Secondary Node



These order nodes perform a variety of functions including administration, service delivery and limited commercial activity. Being service centres, they serve as focus points for a range of services, which is provided to the adjacent rural areas, and typically have basic engineering infrastructure, together with community facilities, schools, commercial facilities, local markets, transportation nodes and basic public administrative functions and small scale industrial and administrative activities. These centres are growing and should be encouraged to develop. It is therefore necessary to encourage the implementation of capital projects within these areas. This node contains quite a large population, and has a very urbanized and organised character as can be seen from the image above.

1.3.2.3. Tertiary Municipal Nodes

The Rural Service Centre Satellite nodes are typically located in underdeveloped areas and emerging settlements where population densification is occurring. They have basic administrative functions and the services they provide are

highly localized. These include such as schools, postal services, pension pay points, public phones, informal markets, transport facilities and limited commercial enterprises.

In areas under the auspices of Traditional Authorities these nodes usually is the seat of the Traditional Administration Centre or Traditional Court.

As the lowest nodal order, these centres are normally located on or near transportation routes, which provides access to higher order nodes.

Luneburg

Luneburg is situated in Ward 1 in the northern central area of the municipality, on the boundary between eDumbe and Mkhondo Municipalities. It is situated next to the P357 road which links the node to the surrounding farming and forestry areas. Luneburg is different from the other three Tertiary nodes in the sense that is not situated in a highly populated area but in an area with extensive agricultural activities. Very few people are residing in close proximity to this node, and as such no densification is proposed. The table below depicts the situation in the node pertaining to facilities.

Balmoral

The settlement of Balmoral is situated on the boundary of wards 5 and 6 of eDumbe municipality. The settlement is at the intersection of the P738 and D1872 and fulfils the role of a tertiary service centre to the rural hinterland and the scattered villages to the east and south. The P783 is a ring road on the summit of the escarp with a start and end point at the turn off to Bilanyoni/Mangosuthu. There is a typically rural settlement pattern prevalent in the area with large sites containing umuzi's and some subsistence agriculture. The settlement has limited services and development of tertiary level services should be promoted at Balmoral.

Tholakele

Tholakele is situated in the central eastern area of the municipality in ward 5 and at the intersection of P271 and D1877. This settlement is situated on the road to Bivane Dam and as such will reap the benefits when the tourism potential of the dam is unlocked and facilities are provided at the dam. The D1877 links with the D1866 which provides access to Bivane Dam, the proposed upgrade of these roads will benefit

Tholakele and its hinterland by making services and products more easily accessible.

Tholakele is well developed and a growing node with the prospect of an additional 1000 housing units to be developed in the near future. This will have the effect that the households are increased by a 1000 with the concomitant higher order services and facilities threshold.

Ophuzane

Ophuzane is situated at the southern boundary of the Traditional Authority area close to the Bivane River and on the D1880 road. The settlement is close a private game reserve that can provide possible job opportunities for the residents of the area. The settlement is fairly well provided with facilities necessary in a tertiary node. The 1000 housing units proposed to be developed will put pressure on the available facilities. Therefore the development of sufficient facilities for the number of residents being serviced by the node need to be promoted by the municipality.

Map 23: Luneburg – Tertiary Node



Map 24: Balmoral – Tertiary Node



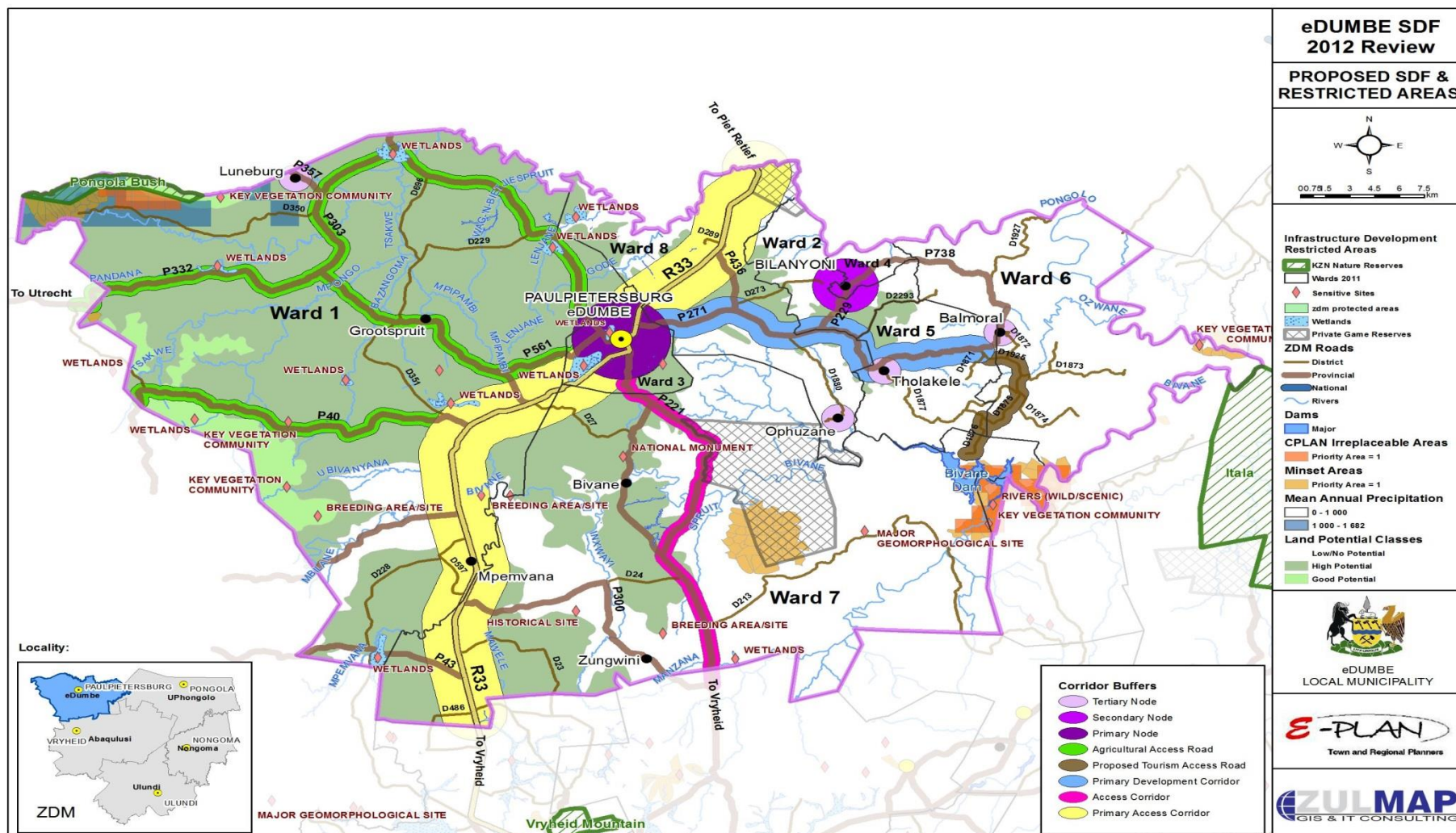
Map 25: Tholakele – Tertiary Node



Map 26: Ophuzane – Tertiary Node



Map 27: SDF Map Showing Nodes and Corridors



1.4. Strategic guidance in terms of location and nature of development within the municipality

The following nine spatial principles underscores the general spatial intentions of the PGDS and serves as provincial guiding principles which should ideally be pursued within all levels of spatial planning at district and local level in alignment with the provincial spatial development strategy.

1.4.1. PRINCIPLE OF SUSTAINABLE COMMUNITIES

The Principle of Sustainable Communities promotes the building of places where people want to live and work. Again the sense of Quality of Living refers to the balance between environmental quality, addressing social need and promoting economic activities within communities.

Often communities within the rural context of KwaZulu-Natal are not located in the areas with perceived highest economic potential. Where low economic potential exists planning and investments should be directed at projects and programmes

to address poverty and the provision of basic services in order to address past and current social inequalities towards building sustainable communities.

1.4.2. PRINCIPLE OF ECONOMIC POTENTIAL

The Principle of Economic Potential aims to improving productivity and closing the economic performance gap between the various areas of KwaZulu-Natal towards economic excellence of all areas. Rapid economic growth that is sustained and inclusive is seen as a pre-requisite for the achievement of poverty alleviation.

The principles further promotes the consideration of spatial needs for Economic Competitiveness (Potential) by proposing an asset based spatial approach based on unique advantages and opportunities within various areas. An essential component of this principle is the engagement of the private sector in the refinement and spatial economic needs of any particular zone / area.

1.4.3. PRINCIPLE OF ENVIRONMENTAL PLANNING

The Principle of Environmental Planning (Bioregional Planning) refers to understanding and respecting the environmental character (potential and vulnerability) and distinctiveness of places and landscapes and promoting balanced development in such areas.

The PGDS supports environmental planning as the fundamental methodology on which spatial planning should be based. Thus, rather than being a reactionary barrier to commenced development, the environment is seen as an enabling primary informant to spatial planning and development. Environmental planning can be defined as land-use planning and management that promotes sustainable development. The environmental planning methodology involves the use of Broad Provincial Spatial Planning Categories to reflect desired land use.

1.4.4. PRINCIPLE OF SUSTAINABLE RURAL LIVELIHOODS

The Principle of Sustainable Rural Livelihoods considers rural areas in a way which is integrated with other decision making associated with the Sustainable Livelihoods frameworks. This principle requires that spatial planning consider the locality and impact of human, physical, natural, financial and social capitals of an area and spatially structure these in support of each other.

Another aspect of this principle is promoting spatial planning in a continuum where rural areas are not addressed as completely separate entities to urban centres, but rather a gradual change in landscape with the potential progression of rural areas to more closely resemble the service standards and quality of living achieved in some urban contexts.

1.4.5. PRINCIPLE OF SPATIAL CONCENTRATION

The Principle of Spatial Concentration aims to build on existing concentrations of activities and infrastructure towards improved access of communities to social services and economic activities. In practical terms this promotes concentration along nodes and corridors with multi-sectoral investment i.e. roads, facilities, housing etc. This is envisaged to lead to greater co-ordination of both public and private investment and result in higher accessibility of goods and services to communities while ensuring more economic service delivery.

This principle will further assist in overcoming the spatial distortions of the past. Future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or link the main growth centres in order for them to become regional gateways.

1.4.6. PRINCIPLE OF LOCAL SELF-SUFFICIENCY

The Principle of Local Self-Sufficiency promotes locating development in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally.

Furthermore, the principle is underpinned by an assessment of each areas unique competency towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency.

1.4.7. PRINCIPLE OF CO-ORDINATED IMPLEMENTATION

The Principle of Co-ordinated Implementation actually projects beyond spatial planning and promotes the alignment of role-player mandates and resources with integrated spatial planning across sectors and localities. Essentially the principle suggests that planning-implementation becomes a more continuous process and that government spending on fixed

investment should be focused on planned key interventions localities.

The principle ultimately also proposes a move towards more developmental mandate definitions of the various departments away, from single mandates to enable the spatial alignment of growth and development investment.

1.4.8. PRINCIPLE OF ACCESSIBILITY

The Principle of Accessibility simply promotes the highest level of accessibility to resources, services, opportunities and other communities. This is intrinsically linked to transportation planning and should consider localized needs for the transportation of people and goods by various modes of transport as guided by the scale and function of a region. At a provincial level there is a strong correlation between the most deprived areas and poor regional accessibility to those areas. In addressing accessibility at provincial and local level, the need for possible new linkages, the upgrade in the capacity of existing linkages and the suitable mix of modes of transport should be considered.

1.4.9. PRINCIPLE OF BALANCED DEVELOPMENT

The Principle of Balanced Development promotes the linking of areas of economic opportunity with areas in greatest need of economic, social and physical restructuring and regeneration at all spatial scales. In practical terms the principles sought to find a balance between the potentially competing land uses by understanding the relationship and integration between major dimensions within the province and promoting a synergetic mixture of land uses in support of each other at various spatial scales.

1.5. Spatial alignment with neighbouring municipalities

èDumbe Local municipality falls within the area of the Zululand District Municipality and it shares boundaries with four local municipalities namely:

AbaQulusi Local Municipality

uPhongolo local Municipality

Emadlangeni Local Municipality

Mkhondo Local Municipality (Mpumalanga Province)

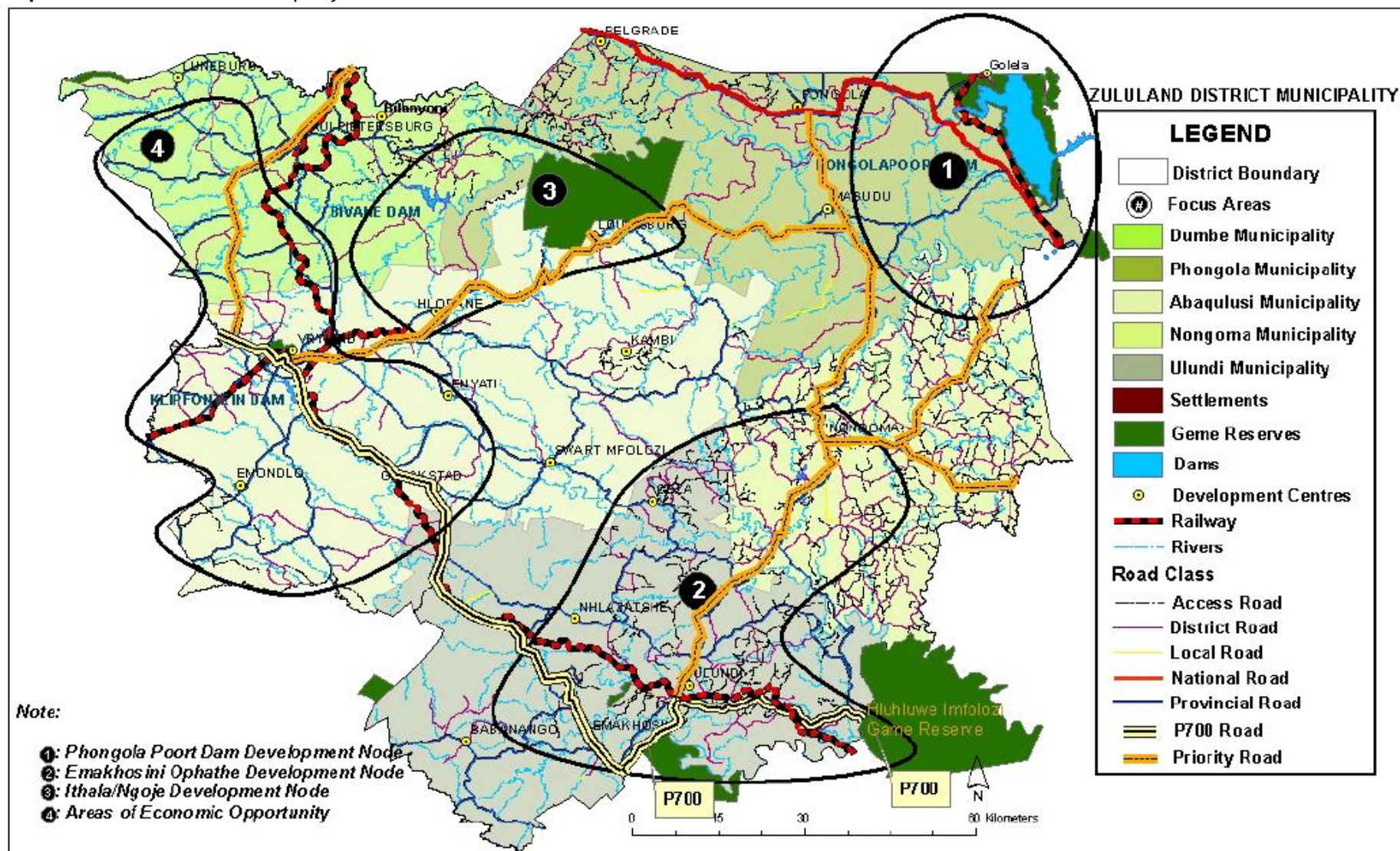
1.5.1. ZULULAND DISTRICT MUNICIPALITY SDF

Table 47: Alignment with Zululand SDF

Alignment Indicator	Alignment Status
Development Corridors	The R33 is indicated as a Priority Road and in this aspect the linkages on both levels are aligned.
Cross Boundary Influences	N/A as èDumbe falls within the area of influence of the ZDM SDF
Cross Boundary Corporation	N/A as èDumbe falls within the area of influence of the ZDM SDF
Potential conflicting issues	The ZDM SDF identifies the Priority road and the western part of the municipality but no attention is given to the protection of agricultural land and the areas of highest population density in the eastern sector. The Ithala/Ngotje Development node is highlighted but the potential expansion of Ithala and the influence of unlocking the tourism and environmental potential of Bivane dam is not taken into consideration.

The figure below depicts the Zululand District Municipality Map.

Map 28: Zululand District Municipality SDF



Source: ZDM 2012/2013 IDP

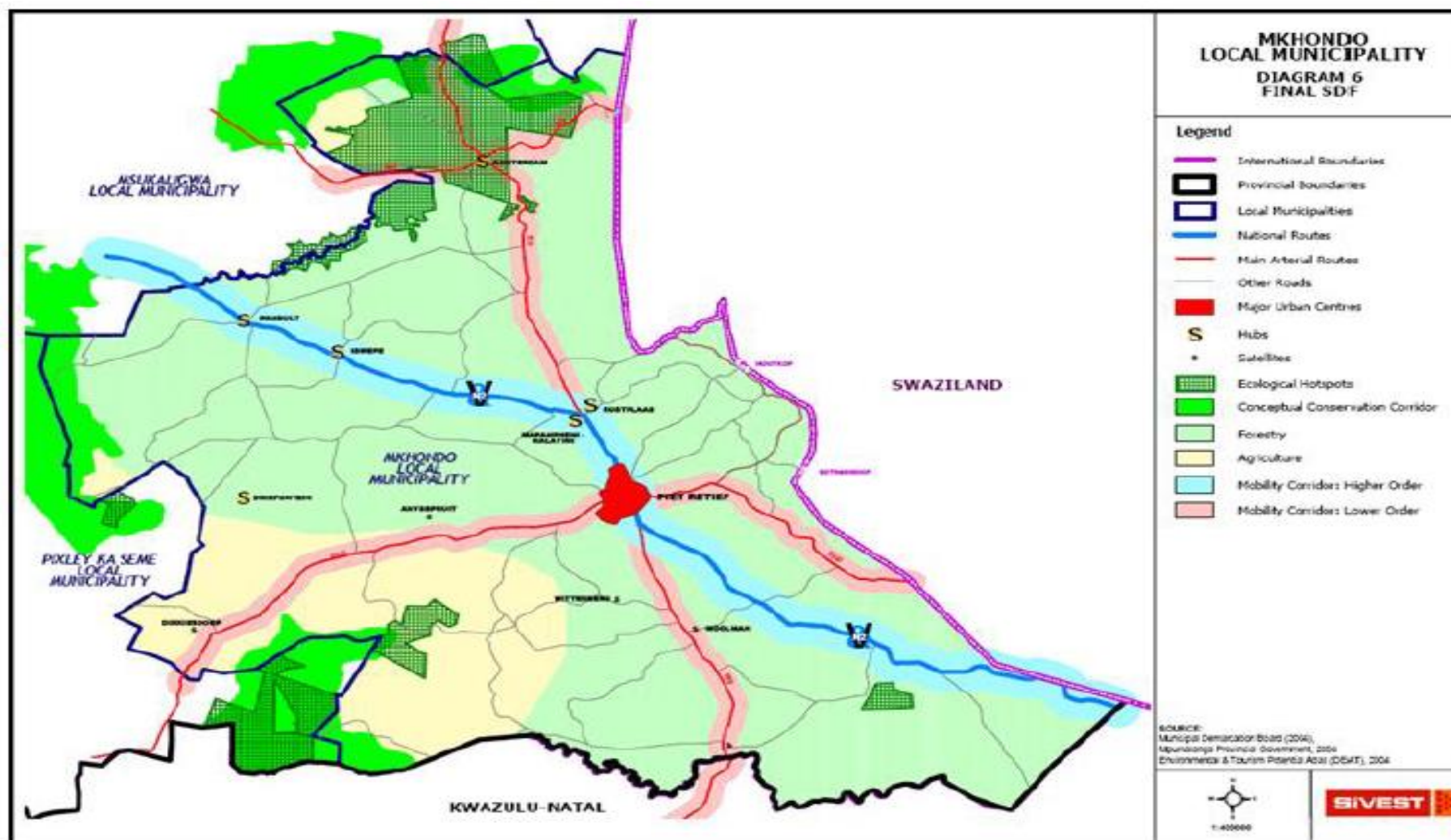
1.5.2. MKHONDO LOCAL MUNICIPALITY SDF

Table 48: Alignment with Mkhondo SDF

Alignment Indicator	Alignment Status
Development Corridors	The R33 is identified as Mobility Corridor-Lower Order though it is not indicated in the SDF as of any particular importance
Cross Boundary Influences	There seems to be Cross Boundary Influence at the ridges of the escarpment were Pongola Bush nature reserve is and across the boundary an ecological hotspot and Conceptual Conservation Corridor.
Cross Boundary Corporation	The management and maintenance of the R33 need to be coordinated. The Corridor is indicated as of a Lower order for Mkhondo But it is of crucial importance for eDumbe and act as a gateway into KZN. The Municipalities need to coordinate the management and utilization of the corridor.
Potential conflicting issues	None apparent

The figure below depicts the Mkhondo Local Municipality SDF

Map 29: Mkhondo Local Municipality SDF



Source: Mkhondo 2012/2013 IDP

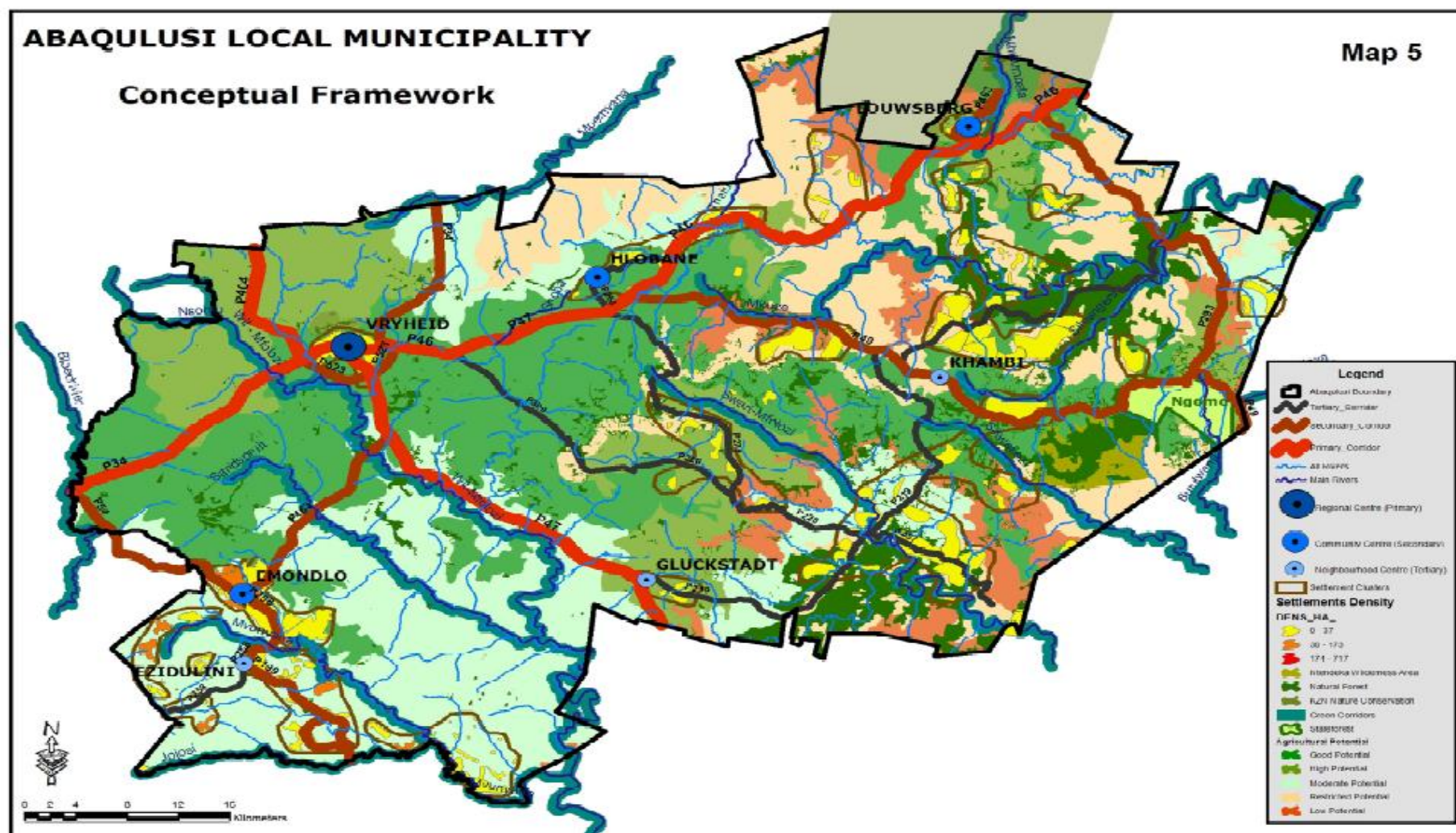
1.5.3. ABAQULUSI LOCAL MUNICIPALITY SDF

Table 49: Alignment with abaQulusi SDF

Alignment Indicator	Alignment Status
Development Corridors	The R33 is indicated as a Primary Corridor in the abaQulusi SDF similar to eDumbe Municipality. The P221 is indicated as a Secondary corridor while the eDumbe SDF categorize it as an Access corridor
Cross Boundary Influences	The access to the available facilities at Bivane Dam is through abaQulusi Municipality. There is no apparent cross boundary service delivery issues
Cross Boundary Corporation	The municipalities need to cooperate regarding the maintenance of the R33 and also on the issue of unlocking the potential of Bivane Dam. Vryheid serves as the major economic and service centre for the residents of eDumbe municipality therefore strong linkages need to be established.
Potential conflicting issues	None apparent

The figure below depicts the abaQulusi Local Municipality SDF

Map 30: abaQulusi Local Municipality SDF



Source: abaQulusi 2012/2013 IDP

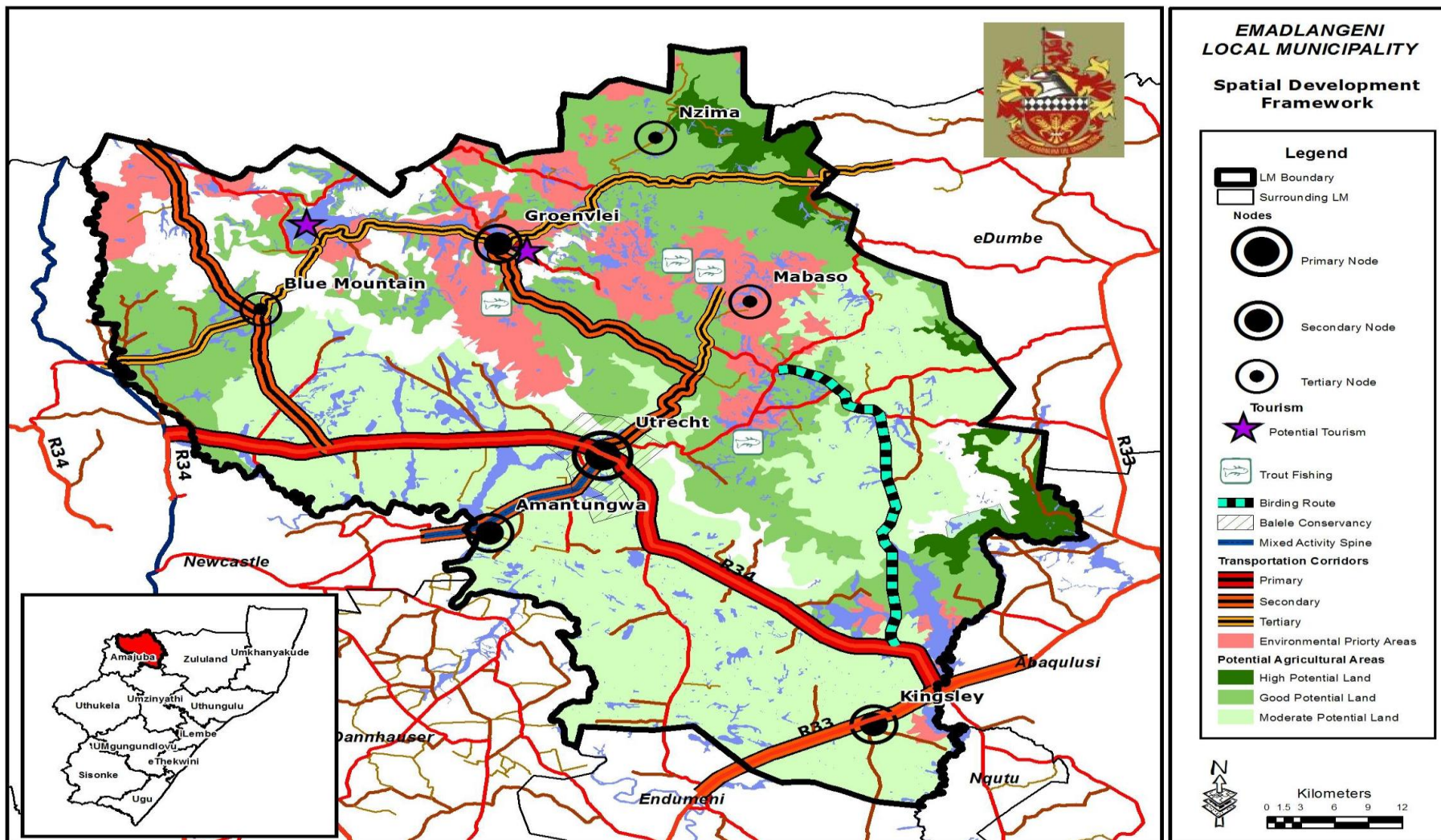
1.5.4. EMADLANGENI LOCAL MUNICIPALITY SDF

Table 50: Alignment with Emadlangeni SDF

Alignment Indicator	Alignment Status
Development Corridors	The P332 is indicated as a Tertiary Transport corridor in the SDF and as an Agricultural corridor in the eDumbe SDF. The linkage is particularly with regards to timber farming and this linkage is highlighted in the PSEDS.
Cross Boundary Influences	The north-eastern portions of Emadlangeni municipality have strong linkages with the eDumbe municipality. Many farmers own farms in both municipalities and many of the residents in the north-eastern portion of the municipality shop in the Paulpietersburg.
Cross Boundary Corporation	The Municipalities need to coordinate the management and utilization of the P332 corridor.
Potential conflicting issues	None apparent

The figure below depicts the Emadlangeni Local Municipality SDF

Map 31: Emadlangeni Local Municipality SDF



Source: Emadlangeni Draft SF 19 June 2012

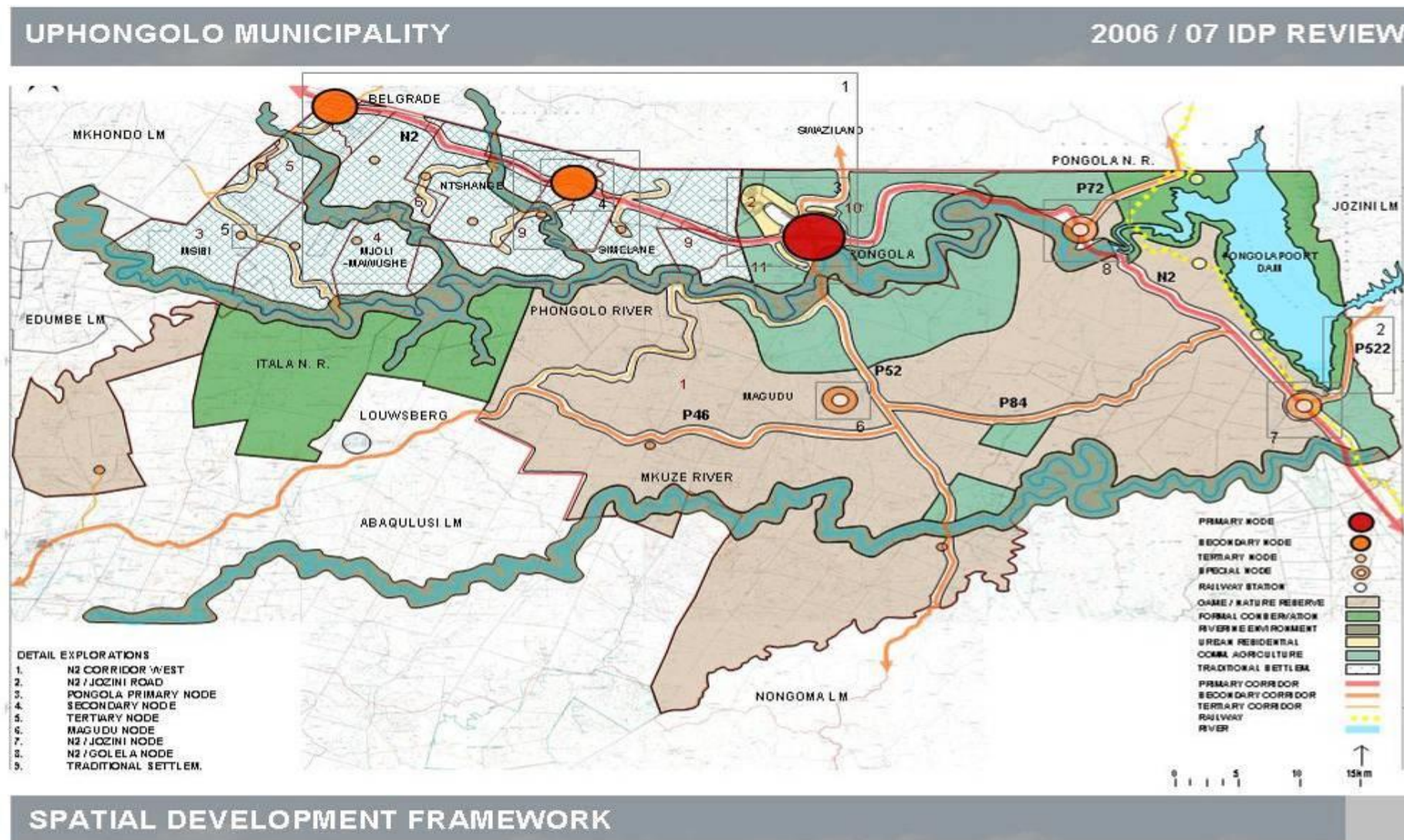
1.5.5. uPhongolo LOCAL MUNICIPALITY SDF

Table 51: Alignment with uPhongolo SDF

Alignment Indicator	Alignment Status
Development Corridors	There is no Development corridors linking the 2 municipalities
Cross Boundary Influences	The Environmental Protection Zone along the Pongola River is indicated in the Provincial SDF and is a cross boundary influence. The future expansion of Ithala game reserve will also impact on both municipalities.
Cross Boundary Corporation	The Municipalities need to coordinate the management and utilization of the tourism potential.
Potential conflicting issues	Bivane Dam: the dam was built by the Impala Water Users Association based in Pongola. The purpose of the dam is to act as a reservoir for the irrigation scheme around Pongola. The dam is situated in eDumbe Municipality with the wall and user rights in uPhongolo and the access to the facilities through abaQulusi.

The figure below depicts the uPhongolo Local Municipality SDF

Map 3: uPhongolo Local Municipality SDF



Source: uPhongolo IDP 2012/13

1.6. Land for public and private development and infrastructure investment

1.6.1. GUIDELINES FOR DELINEATING THE URBAN CONTAINMENT EDGE

There is no 'scientific' way of defining these containment edges: they require strong administrative actions to defend them. A number of factors contribute to the delineation of the line.

The delineation needs to be informed by important characteristics of the natural environment. A useful tool is to compile a map identifying composite natural resources and character - contributing elements in the settlement region. Wherever possible, the edge definition should co-inside with natural barriers (water courses, steep slopes, vegetation of significance and so on).

Since the central purpose of these edges is to compact urban development in order to achieve greater urban efficiencies, to be effective the line should be drawn as close to the edge of the existing built-up area as possible.

The line should be defensible in terms of the logic of the internal structure of the existing settlement. As a rule of thumb, the line should not be more than 1.5 kilometers – a

reasonable walking distance – from the closest point or line of more intensive urban activities (places of work, retailing and community facilities.)

A number of points need to be made about the process of delimitation.

Firstly, the defining edge should not be continuous. By omission, it should define paths of future lateral spread which, in turn, allow for a rational pattern of future government spending on utility and social infrastructure. As a general principle new urban development should occur on the worst land in terms of agricultural productivity and amenity: urban development should be used to improve the total landscape.

Secondly, within these paths of future lateral expansion, sprawl should be strongly discouraged. Development should not be suburban but should take more urban, higher density forms. Further, 'leap-frog' sprawl should be discouraged. As far as is possible, new development should be contiguous with the existing built edge.

Thirdly, the definition of edges should not follow existing cadastral boundaries. It should form a strong geometric edge. Straight, not wavy, lines should be encouraged.

Fourthly, the edge should be made physically, not just administratively determined. Buildings should occur hard

against the edge and open-ended street networks, which encourage further lateral spread, should be disallowed.

Fifthly, wherever appropriate, the edge should be reinforced through the creation of fire-breaks and more intensive forms of agriculture which should be encouraged to occur hard against the edge.

1.6.2. GUIDELINES FOR DEFINING WHERE DEVELOPMENT SHOULD NOT GO

PRINCIPLES

Four central principles should guide this determination:

Avoid locating new built development on land of medium to high agricultural and amenity value;

Avoid fragmentation of rural and wilderness landscapes;

Avoid fragmentation, or a scatter of 'pockets', of development: ensure that new development responds to, and reinforces, the logic of regional and sub-regional infrastructure (the principle of 'structural reinforcement');

Maintain the dominance of agricultural and wilderness landscapes outside of the urban cores.

All four of these are central to the important landscape and heritage principle of authenticity, which, in turn, underpins all landscapes of quality. International precedent shows that in all landscapes of quality, there is an identifiable logic to the locational pattern of settlements. Settlement does not take the form of random pockets: it follows a structural logic which is strongly informed by the nature of (particularly) movement (the pattern of access) and other forms of sub-regional infrastructure which logically follow movement.

The methodology which is necessary to define these zones where development should not go involves a number of steps.

The collation of relevant information by appropriate information category;

The overlay of the different layers, to produce, a map of composite informants and constraints;

The translation of this product into a map showing 'no-go', 'tread lightly' and 'possible development' parcels;

Super-imposition of the settlement and movement structural logic to determine which of the 'possible' development areas should be allowed.

A number of different settlement forms occur within Kwa-Zulu Natal including:

Mixed-use towns and cities, both large and small;

Rural hamlets;

Spontaneous (frequently informal) settlements, both urban and rural;

Historical apartheid settlements with little or no economic function;

Settlements developed through customary systems.

The way of thinking, and the approach, outlined here are applicable in some form to all these settlement forms.

At the heart of the issue are four central principles:

Settlement systems should be authentic (in the sense that they have a clear purpose and an economic base which is responsive to that purpose). The South African landscape (including that of Kwa-Zulu Natal) is peppered with settlements which are not authentic – which have been brought into being purely for ideological or political reasons. As a general rule, no new development should be encouraged in relation to these.

The need to determine where development should not go (on the grounds of the characteristics of both natural and cultural

landscapes). Every settlement must determine this for the land under its jurisdiction. Without this, there can be no rational planning or management of either urban or rural areas.

The need to apply rigorously the principle of structural reinforcement. All new development must contribute to a reinforcing system which brings benefit to those already on the landscape. New development cannot be randomly scattered, according to the self-interest of a limited number of people. This lies at the heart of the planning and management of rural and urban areas.

The need to promote settlement compaction in order to achieve urban efficiencies and economies of agglomeration. This is clearly more applicable in the case of larger urban settlements than small rural ones. Nevertheless, the requirement to use land efficiently and wisely lies at the heart of sustainable approaches to settlement-formation.

1.6.3. CONCLUSION

The guidelines outlined here argue that the definition of 'the urban edge' in fact requires demarcations of two very different kinds:

An inner edge or containment: The purpose of this is to achieve greater urban efficiencies and, to this end, it must be accompanied by urban infill programmes concentrating primarily on structurally significant locations. The delineation of this edge is determined by internal structural considerations relating to the existing settlement itself.

The definition of where development should not go. This is necessary to maintain a synergistic balance between wilderness, rural and urban landscapes. The logic of this edge definition derives from two sources.

Substantive information relating to natural systems, issues of heritage and the cultural landscape and historical settlement and infrastructural investment patterns.

The logic of existing regional and sub-regional infrastructure, particularly in the form of existing patterns of settlement and movement.

Within these delineation forms, all other concerns underpinning the arguments for 'an urban edge' can be accommodated.

The protection of important elements within settlements;

The promotion of small-scale agriculture;

The responsible management of bulk infrastructure;

Issues of sustainability and re-cycling;

The co-ordination of and point bulk services and the achievement of future urban efficiencies;

Control over hazards, such as fire.

Below are Maps showing two proposed urban edges within eDumbe Municipality using the above guidelines:

eDUMBE SDF 2012 Review

PROPOSED SDF & URBAN EDGES

Legend

Proposed Urban Edge TYPE

- Hard Edge
- Soft Edge

Wards 2011

ZDM Roads

- District
- Provincial
- National
- Rivers

Dams

- Major

Locality:

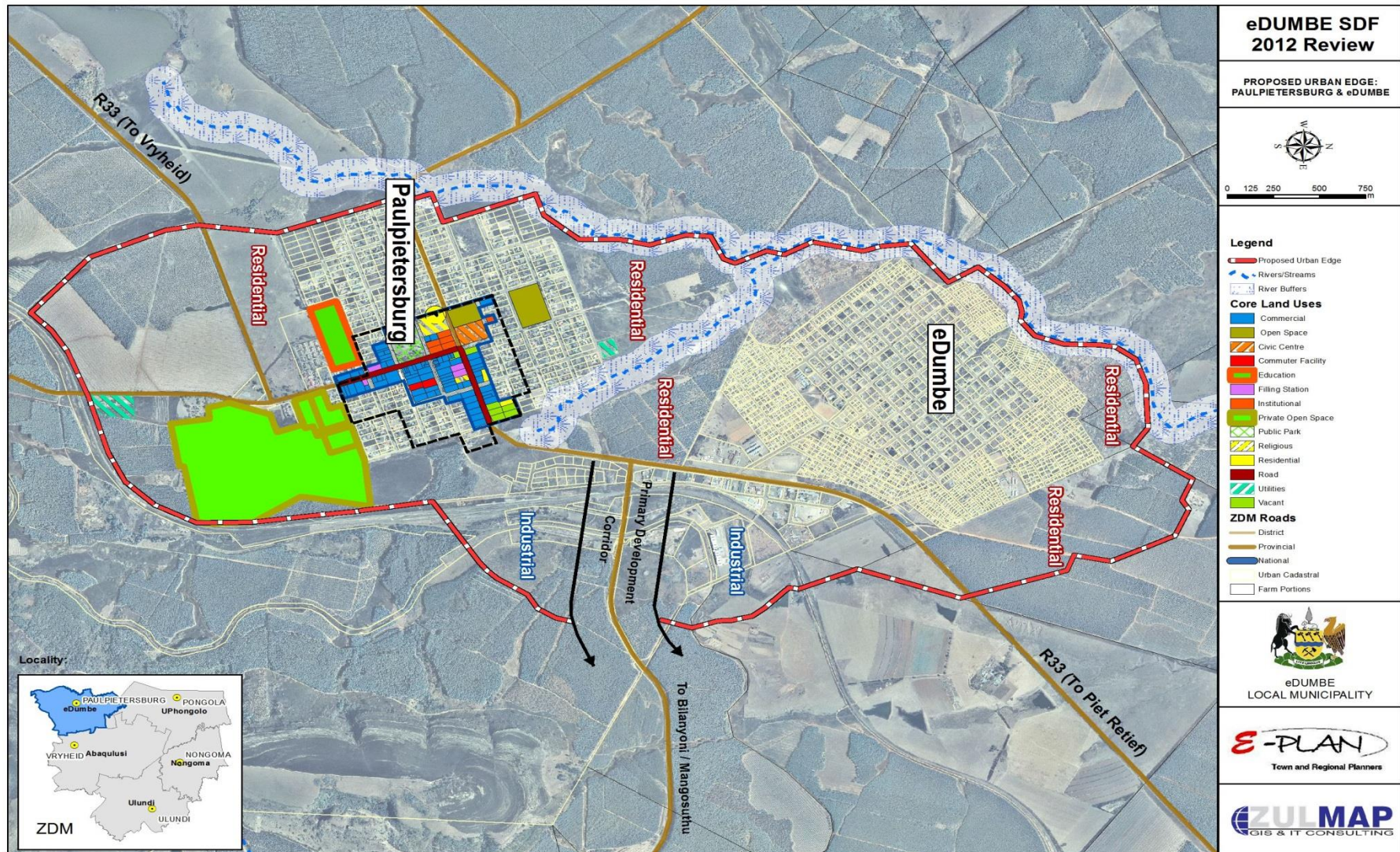
ZDM

eDUMBE LOCAL MUNICIPALITY

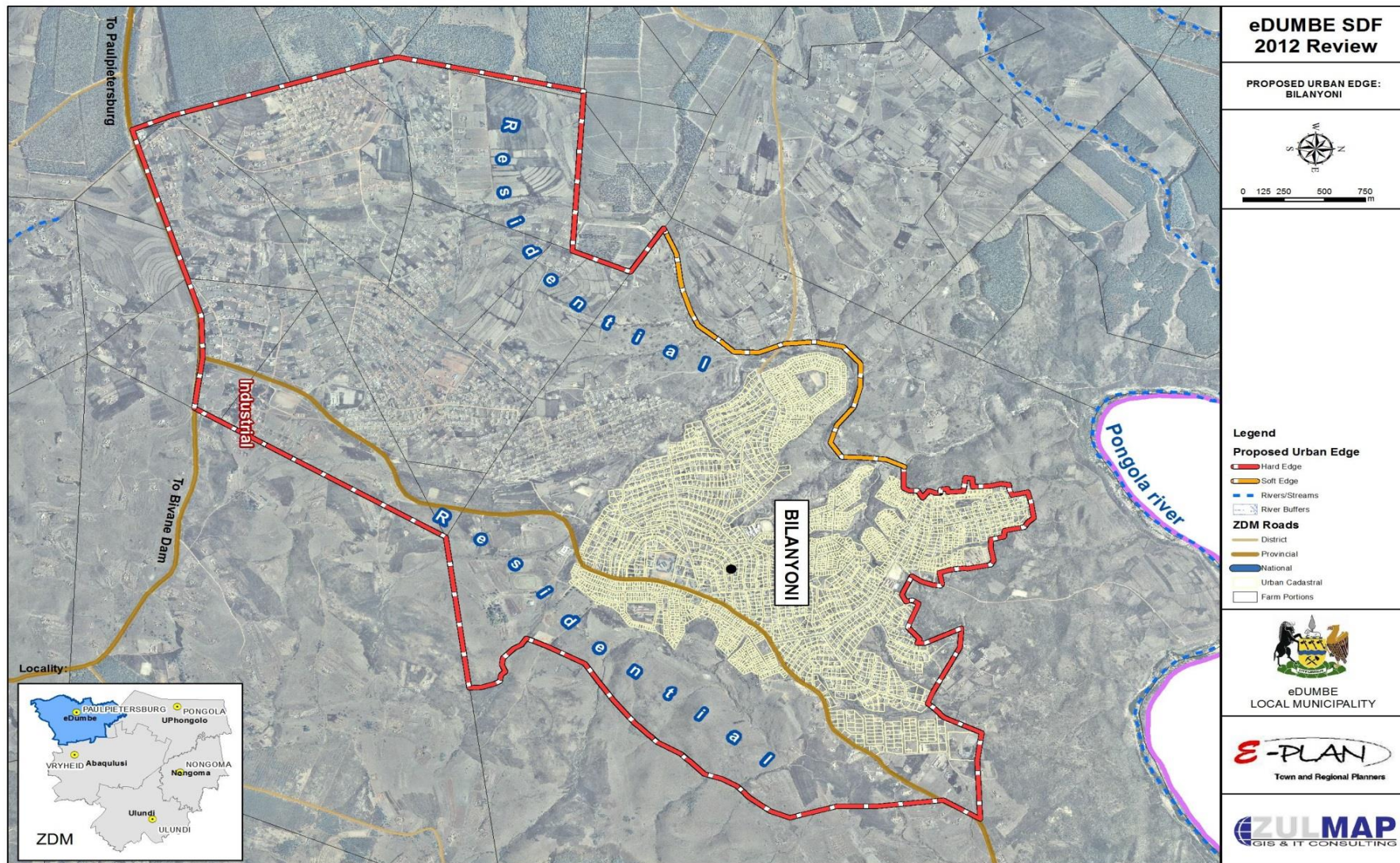
E-PLAN
Town and Regional Planners

ZULMAP
GIS & IT CONSULTING

Map 34: Proposed Paulpietersburg/eDumbe Urban Edges



Map 35: Proposed Bilanyoni/Mangosuthu Urban Edges



1.7. Areas of strategic intervention and priority spending

1.7.1. Paulpietersburg CBD

The Central Business District (CBD) of Paulpietersburg serves the whole municipal area. Paulpietersburg town is a secondary order node in relation to Vryheid and Piet Retief where some higher order services and facilities are available and is situated equidistant from the two. The town centre accommodates a hive of activities, people and traffic, taking place in a typical ribbon development fashion along Hoog and Mark Streets (both streets forming part of the R33).

It appears as the result of relatively unmanaged and uncoordinated growth, while at the same time not accommodating all activities required. The Paulpietersburg CBD Spatial Plan is expected to provide a guide for the future development of the CBD accommodating all existing activities.

Based on an analysis of the present development in terms of physical, social, environmental, economic and institutional

issues, the framework is expected to provide concrete proposals resulting in:

- Improved functionality of the CBD
- A more attractive urban environment
- Environmental improvement
- More efficient public transport
- Better urban management
- Improved safety and security
- The creation of new investment opportunities
- Protection from competing out of town development

The urban design component of the framework is expected to focus primarily on the status quo analysis, conceptual approaches and design and development guidelines covering the following aspects

- Land form
- Built environment
- Movement and accessibility
- Permeability
- Legibility and visibility
- Uniqueness
- CBD extent and entrances etc
- Movement guidelines
- Land use guidelines

Public space guidelines
Urban form guidelines

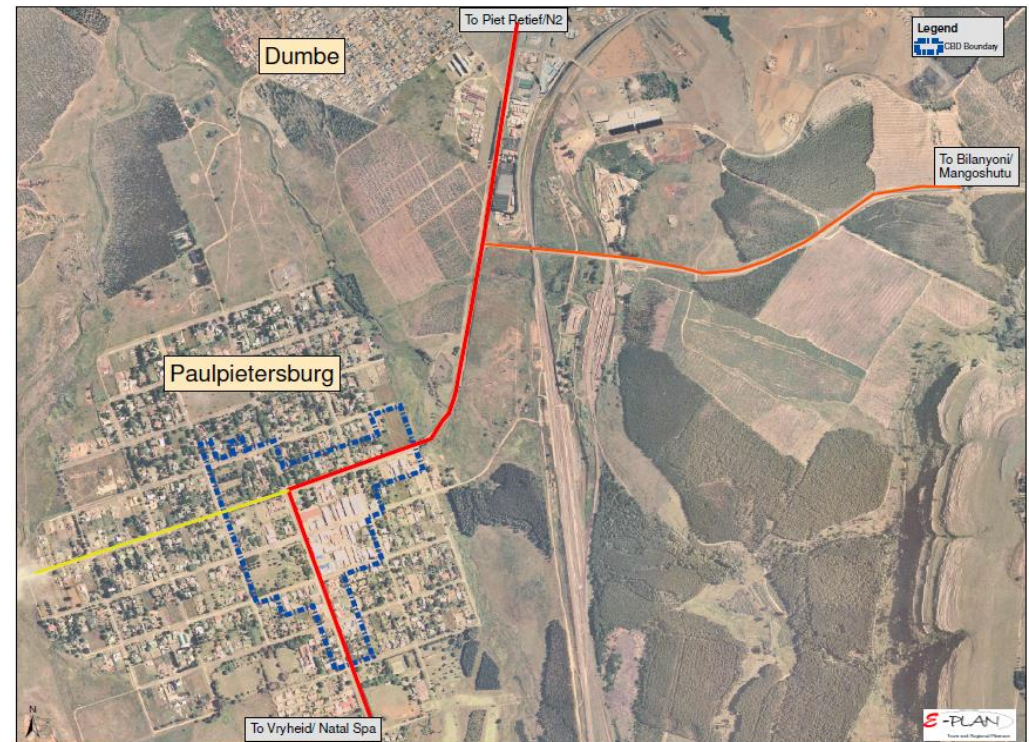
In overall terms the urban design framework is based on 3 levels of study area, i.e.

THE CBD itself extends from the southern entrance to the town along the R33 to the Municipal offices in the north and eastward along the R33 to the edge of the build-up area. This is the area for which detailed urban design proposals will be established. The CBD Boundary is indicated in blue on the following maps.

THE TOWN OF Paulpietersburg forming the local context within which the CBD is located and which is expected to inform extent and contents and for which the CBD represents a local service centre

THE MUNICIPALITY OF eDumbe for which the CBD represents the primary service and support centre and which informs primarily the contents of the CBD and its activities as well as its linkage to the remainder of the municipality.

Map 36: Paulpietersburg CBD Boundary



Map 37: Current and Future Paulpietersburg CBD Boundaries



1.7.2. Guidelines for planning of facilities

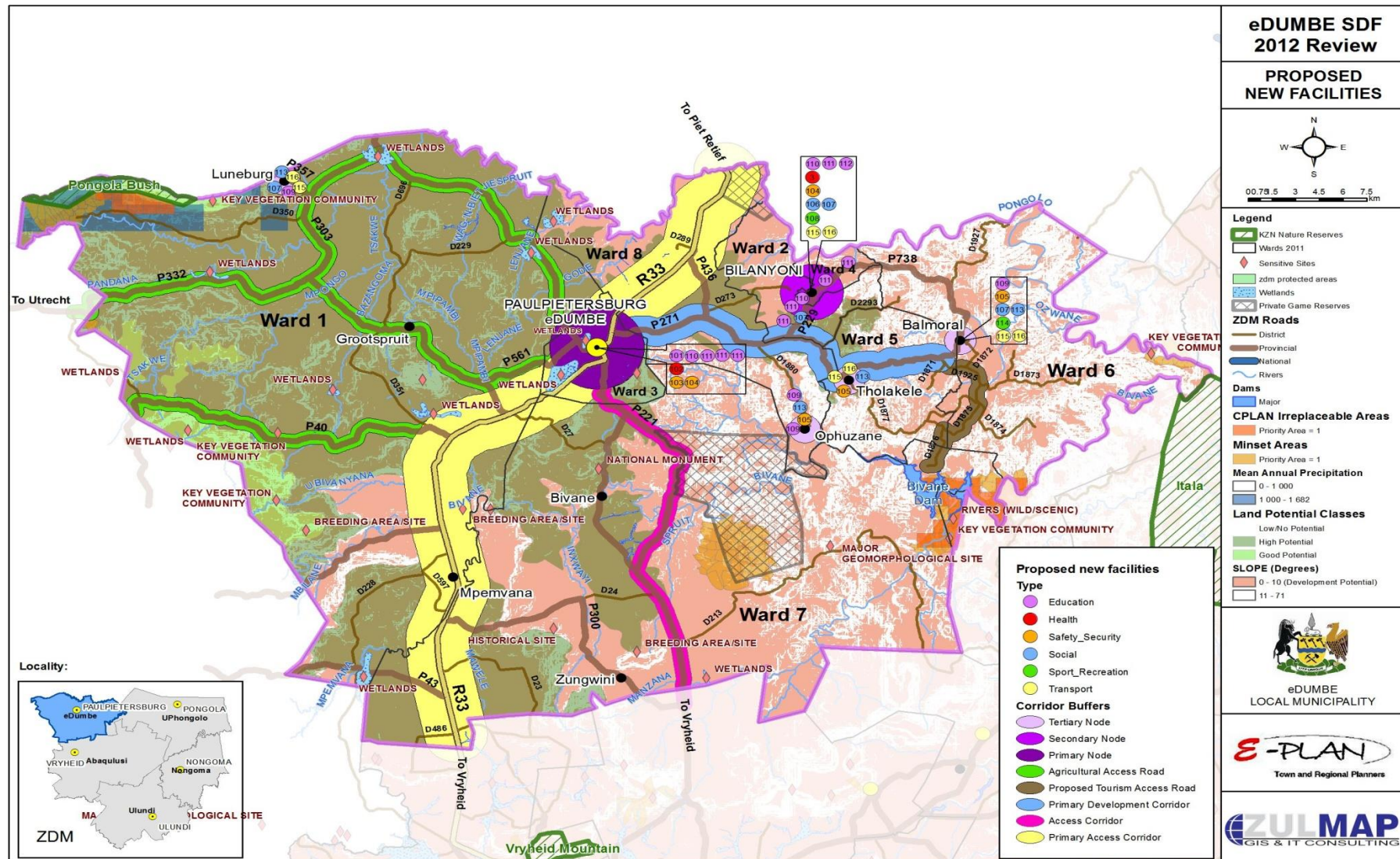
This table was and map below assembled to highlight the number of facilities in each node and point out where which facilities are needed, agreeing with the standards as set out in the Guidelines for Planning of Facilities in KwaZulu-Natal.

There are 82053 people in eDumbe according to the census done in 2011; the number of facilities needed is calculated consequently with the number of people living in each node.

Table 52: Guidelines and Planned Facilities

Facility	Threshold Standards (1 facility/1000 people)	Access Standard	Total Facilities required	Facilities provided	Additional Facilities proposed	PPB/ Dumba Ward 3	Bilantoni Mangosuthu Ward	Luneburg	Balmoral	Ophuzane	Tholakele	Map Key
Education												
Pre-School (incl Crèche & day care)	5 000	Walking distance	16	57	[41]			1	1	2		109
Primary School	3 000	1.5 km/20 min travel	27	65	[38]	3	5		1			111
Secondary School	6 000	5km/walking Distance	14	18	[4]	1	2					110
ABET/ Training Centre	Need	Combined with other community		11	[11]							
Tertiary Education (excluding University)	100 000		1	0	1	1						101
Library	50 000	Access via Public Transport	2	2	0		1					112
Health												
Clinic	5 000	Access via Public Transport	16	7	9		6					3
Clinic Mobile				2	[2]							
Hospital	50 000	Within nodal Area close to Major Public Transport Route	1	0	1	1						102
Safety and Security facilities												
Magistrate Court	1/Town	Within Primary Node	1	1	0							
Fire Station	60 000	High access routes	1	0	1	1						103
Emergency services facility	25 000	High access routes	3	0	3		1	1				104
Community safety centre	200 000	Nodal Area	0	0	0							
Police Station	50 000	Within accesable nodal areas	2	2	0							
Mobile Police Station	25 000	Need	3	0	3				1	1	1	105
Social												
Orphanage	200 000	Within accesable nodal areas	0	0	0							
Civic Center	1	Within Promary Node	1	1	0							
Thusong Center	1	Within accesable nodal areas	1	0	1		1					106
Community Hall	20 000	Within accesable nodal areas	4	10	[6]							
Old Age Home	1/town	Within Promary Node	1	1	0							
Pension Pay Point	Need	30 min Travel		17				1	1	1	1	113
Post Office	11 000	1km/20 min walking distance	7	1	6		3					3
Post Boxes	16 500	500m 10 min walking distance	5	1	4		2	1	1			107
Traditional Admin Center	Authority			3								
Sport and Recreation												
Sport complex (incl Swimming pool)	50 000	Nodes	2	1	1		1					108
Sport Field	12 000	Clustered with Schools	7	35	[28]				1 (Upgrade)			114
Transport												
Bus Service on Regular basis	1/Node	Nodes	1	5	[4]		1	1	1		1	115
Taxi rank and/or Bus Depot	1/Node	Nodes	1	3	[2]		1	1	1		1	116
Ward Nr.	Councillor	Area (Sq. km)	Households	Population	Settlements							
1	Cllr Thela	776.227	1952	13201	14							
2	Cllr Nhlabathi	47.125	3275	22149	3							
3	Cllr Mbatha	39.61	2610	17651	3							
4	Cllr Kunene	11.891	2195	14845	2							
5	Cllr Nxusa	76.22	1731	11707	7							
6	Cllr Mtshali	197.654	1848	12498	17							
7	Cllr Khumalo	642.933	1475	9975	15							
8	Cllr Simelane	151.131	1861	12586	6							

Map 38: Proposed New Facilities



Attached as Annexure I2, is the complete Spatial Development Framework (SDF) for eDumbe Municipality which was Reviewed and developed in 2013.

E.2. Implementation Plan for 2013/2014 Financial Year

2.1. Sector Department Projects

2.1.1. Department of Transport

Table 53: Department of Transport 2013/2014 Projects

Contract Description	Budget	Grade	Measure (km / m2 / no)	Target Output	Location	Ward
Kwalujoywana Road	R 1 300 000	3CE	km	3.00	Kwalujoywana	7
Mbambasi Road	R 1 300 000	3CE	km	3.00	Emahloni	7
Mananjalo School Access Road	R 450 000	2CE	km	0.80	Elenjane	1
Baqulusini Combined School Access Road	R 0	2CE	km	0.50	Zungwini	7
Allocation Total	R 3 050 000			7.30	R 417 808	
Budget Total	R 3 050 000					
Allocation under / over budget	R 0					

Contract Description	Budget	Grade	Measure (km / m2 / no)	Target Output	Location	Ward
Road D229	R 1 400 000	3CE	km	3.50	Grootspruit	1
Road P271	R 1 500 000	Periodic	km	3.50	Tholakele	3
Road D1870	R 1 200 000	3CE	km	3.00	Ntungwini	6
Road P332	R 1 162 000	3CE	km	2.50	P303 - Waterstroom	1
P45	R 1 500 000	Periodic	km	4.00	Lurneburg	1
D1927	R 1 038 000	3CE	km	2.50	Enkembeni	6
Allocation Total	R 7 800 000			19.00	R 410 526	
Budget Total	R 7 800 000					
	R 0					

2.1.2. Department of Human Settlements

Table 54: Department of Human Settlement Projects

Project	Ward	Number of beneficiaries	Status	Implementing Agents	Co-ordinates
Tholakele Rural Housing Project	5	1 000	Social Compact signed	Umqondo Consulting	S- 27'25"49.6" E- 31'01"04.7"
Ophuzane Rural Housing Project	8	1 000	Social Compact signed	Mogeena Consultants	S- 27'26".742" E- 030'56".064"
Mangosothu Housing Project	2	1 000	Social Compact signed	UmpHEME Developers	S- 20'25"16.00" E- 30'55"23.70"
KwaSteshi Housing Project	1	147	Social Compact signed	Touris	S- 27'38"84.6" E- 030'58"89.7"
Obivane Mission Housing Project	1	750	TBC	Makhayo Consulting	S- 27'32"36.4" E- 030'41"48.8"
Thubelisha Housing Project	3	1000	Land Identified	Nazoke Consultants	S- 20'06"92.42" E-30'37"04.1525"
Dumbe Phase 3 Housing Project	3	483	Conditional Approval obtained	PDNA	S- 18'228.87" E-31'469.46'
Dumbe Phase 4 Housing Project	3	5000	TBC	TBC	
Mbizeni Housing Project	4	TBC	TBC	TBC	
Obivane Housing Project	7	TBC	TBC	TBC	
Mpucuko	8	TBC	TBC	TBC	

2.1.3. Department of Agriculture

Table 55: Department of Agriculture 2013/2014 Projects

Project Name	Ward	Area
Siyaya fencing and Irrigation	6	Mahlosane
Sibonangakho Irrigation	8	Ophuzane
Thandanani fencing & Irrigation	6	Balmoral
Vulingqondo fencing & Irrigation	6	Gedlasi

2.1.4. Department of Arts and Culture

Table 56: Department of Arts and Culture 2013/2014 Projects

Interventions	Activities	Beneficiaries	Budget
My School Adventure: Family Tree Programme	A Family tree workshop will be conducted for all participating schools. Dumbe	Learners	R10 000

2.1.5. Department of Environmental Affairs and Agriculture

Table 57: Department of Environmental Affairs and Agriculture 2013/2014 Projects

Type of Project	Commencement Date	Budget
Arbor Week: Capacity Building and Awareness	September 2013	R50 000/LM (Total: R250 000)
Greening	August/September 2013	R4000 00
Climate change/Alien Invasive Awareness: Capacity Building and Clean-up Campaigns	October 2013	R30 000/LM (Total: R150 000)
Greening of Schools	September 2013	R80 000
Alien invasive control: Siyazama	On-going	R900,000
Zululand Environmental Management Framework (EMF)	July 2013	R1,Million

2.1.6. Department of Rural Development and Land Reform

Table 58: Department of Rural Development and Land Reform 2013/2014 Projects

Project Type	Project Type	Farm Name	Grant Type
Redistribution	Wida Farm	Portion 7 (of 3) of The Farm Traktaat No. 200	PLAS
	Wida Farm	Portions 1,2,3, Remainder of Portion 4 and Portion 5 (of 4) of the Farm Voorkeurplaats No. 332, The Farm Eensgevonden No. 292, Remainder of Portion 4 and Portion 5 (of 4) of the Farm Traktaat No. 200	PLAS
Development Projects	Edumbe/ Welgevonden/ Mlindaziko	Portions 5&6 of the Farm Welgevonden no. 17045	Timber& Cropping
	Edumbe/ Langgelegen/ Maduna	Farm Mooihoek no. 129, Ptn 1,3,4,5,6,7&9 of farm Langgelegen no. 704	Timber,Cropping & beef

2.2. Municipal Projects and Implementation Plan (2013/2014 FY)

2.2.1. Municipal Funded Projects

Table 59: Municipal Funded Projects for 2013/2014

No.	Project Name	Project Cost	Ward	Source of Funding	Responsible Department	Responsible Official
	Regional Water Supply	To be confirmed	Simdlangentsha West	Zululand District Municipality	Technical Services	
	Rudimentary Scheme	To be confirmed	Simdlangentsha West			
	Sanitation	To be confirmed	Simdlangentsha West			
	Myayiza Causeway	R1 800 000.00	8	MIG Funding R15 230 400.00	Technical Services	Director: Mr P.V. Biyela
	Paulpietersburg Dump site	R1 700 000.00	4			
	Obivane Causeway	R1 700 000.00	7			
	Bilanyoni Roads	R1 251 000.00	4			
	KwaFilimoni Stadium	R1 700 000.00	6			
	Tholakele Combi Court	R1 200 000.00	5			
	Paulpietersburg Town Roads	R1 500 000.00	3			
	Madelakufa Roads	R1 200 000.00	3			
	High Mast Poles (Electricity)	R1 400 000.00	3			
	eDumbe Graveyard	R1 500 000.00	3			
	Tourism Office Fence	R400 000.00	3			
	Luneburg Electrification project	R5 000 000.00	1	Energy		
	Roads Maintenance	R570 000.00	3	Municipal Funds		
	Operation Clean Audit	R650 000	All	Municipal Funds	Financial Services	CFO: Mrs QS Mntambo

	Career Exhibition	R150 000	All	Municipal Funds	Corporate Services	Director: Mr MW Nxumalo
	LED Projects	R600 000	All	Municipal Funds	Planning Services	Director: Mr DH Zulu
	Tourism Projects	R300 000	All			
	Zoning of Land	R1 000 000	All			
	Library Outreach Programme	R5000	3	Municipal Funds	Community Services	Director: Ms ZM Mdlazi
	Healthy Walk for Disabled People	R50 000	All wards			
	Women's Forum Indaba	R40 000	3			
	Women's Month Celebration	R100 000	4			
	Elderly People Christmas	R150 000	3			
	Candle Light Memorial	R60 000	4			
	Healthy Lifestyle Walk	R30 000	All			
	HIV/AIDS Campaigns	R30 000	All			
	Peaceful Walk Against Child & Women Abuse	R30 000	4			
	World Aids Day	R150 000	5			
	Operation Sukuma Sakhe Campaign	N/A	All			
	Fire & Disaster Campaigns	R10 000	1,5,6,7 & 8			
	Road Safety Projects	R60 000	3 & 4			
	Road Signs & Road Markings	R70 000	3			
	Royal Reed Dance Ceremony	R120 000	All			
	Hip Hop & Kwaito Extravaganza	R20 000	4			

	Miss & Mr eDumbe	R25 000	3			
	Umbele Wethu Local	R80 000	2			
	Umbele Wethu District	R20 000	All			
	Ingoma Yezinsizwa	R50 000	2,4 & 5			
	Ingoma Yezintombi	R10 000	All			
	Cothoza Competition	R20 000	7			
	Choral Development	R40 000	All			
	Social Cohesion Competition	R30 000	8			
	Youth Development Campaigns	R15 000	All			
	Voter Registration Campaign	R80 000	All			
	Federations Support	R50 000	All			
	Local & District Mayoral Marathons	R250 000	3&4			
	Disabled People Games	R15 000	3			
	Local & District Mayoral Cup Games	R300 000	4			
	Salga Games	R80 000				
	Sports Indaba & Awards	R80 000				
	Senior Citizens Games	R20 000	All			
	Indigenous Games	R30 000	All			
	Leagues for all sports codes	R50 000	All			
	Tournaments for all codes & Zero Mlilo Tournament	R100 000	All			
	Poverty Alleviation Projects	R480 000	All			

2.2.2. Unfunded Projects

2.2.2.1. Special Projects (Community Works Programme - CWP)

Table 60: CWP Projects

Ward 1				
Location	Key Development Issues to be addressed by CWP	CWP Activities / Focus Area	CWP Contribution	Variable Indicator
NKONKOTHO	INFRASTRUCTURE	Sanitation	Building of toilets	Reducing diseases
	AGRICULTURE	Community gardens	Fencing, cultivation, planting and irrigation	Fighting with poverty
KHOMBELA	INFRASTRUCTURE	Sanitation and roads	Building of community toilet and filling potholes in the road	
	AGRICULTURE	schools and communal gardens	Fencing, planting, cultivation of schools and communal gardens	
	COMMUNITY SERVICES	Schools and public areas	Cleaning of school, clinic and community places	
EHLOKO	INFRASTRUCTURE	Filling of potholes	Tools and labour	Safety
	ENVIRONMENT	Cleaning of Schools	Tools and Labour	Neatness
	ENVIRONMENT	School gardens	Seedlings and tools	Fighting poverty
OBIVANYANA	INFRASTRUCTURE	Repairing roads	Cements	Reducing car accidents and well maintained the access roads
	AGRICULTURE	Planting school gardens	Seeds and water pipes	Good harvest

	ENVIRONMENT	Cutting of grass at schools	Grass cutters, sickles and slashes	Cleanness
LENJANE	AGRICULTURE	Planting school gardens	Seeds and water pipes	Fighting against poverty and good harvest
	ENVIRONMENT	Digging holes	TLB machine	Neatness
	INFRASTRUCTURE	Making school garden	Surrounding fence, seeds and water pipes)	Protection of vegetables and good harvesting
	COMMUNITY SERVICES	Cleaning of cemeteries	Weed killer	Neatness
EZIXENI	INFRASTRUCTURE	Fencing school	Fencing	Protection of children
	INFRASTRUCTURE	School kitchen	Cleaning	Cleanness
	INFRASTRUCTURE	School toilets and school kitchen	Blocks, fencing and corrugated iron	Neatness
Ward 2				
Location	Key Development Issues to address by CWP	CWP Activities / Focus Area	CWP Contribution	Variable Indicator
MANGOSUTHU	INFRASTRUCTURE	Fencing	Assisting with fencing at crèche and grave yards	Safety and secured
	INFRASTRUCTURE	Assistance of orphanage homes	Assisting with renovation old building	Benefit food and food parcels
	AGRICULTURE	Making community gardens	Assist with cultivation and planting	Harvest and serve poor people
	ENVIRONMENT	Cutting of grass and cleaning of schools	Assist with materials	Clean environment
	COMMUNITY SERVICES	Cleaning of illegal dumpsites	Assist with in weed in weed and rubbish removal	Clean community
	SOCIAL	Home visit	Assist with home base care	Assisting and support
KWANGWANYA	INFRASTRUCTURE	Repairing road	Filling potholes	Well maintain access road
	AGRICULTURE	Establishment of communal and school gardens	Fencing, cultivation, planting irrigation and labour	Reducing poverty

EZIBOMVU	SOCIAL	Home base care	Cleaning house	Cleanness
	SOCIAL	Care visits	Cultivating yards	Cleanness
	SOCIAL	Home visit	Assist home by cleaning and labour if needed	People supported
	ENVIRONMENT	Cleaning at schools, churches and crèche's	Cleaning tools and labour	cleanness
	INFRASTRUCTURE	Repairing access roads and pavements	Assist with filling potholes and removing weed	Safety walking
EBILANYONI SECTION B	AGRICULTURE	Community garden	Assist with planting	Harvest and provide to poor people
	ENVIROMENT	Cleaning of schools	Cleaning tools and labour	Cleanness
PHASE 5	INFASTRUTURE	Cleaning of illegal dumping site	Cleaning tools and labour	cleanness
	INFASTRATURE	Street and road cleaning	Cleaning tools and labour	Neatness
	AGRICULTURE	Fencing	Making homestead garden	Reducing poverty
Ward 3				
Location	Key Development Issues to address by CWP	CWP Activities / Focus Area	CWP Contribution	Variable Indicator
GREENFIELD	INFRASTRUCTURE	Filling potholes	Stones, soil and cements	Reducing car accidents and well maintained access the roads
	ENVIRONMENT	Cleaning toilets	Chemicals and sinks	Prevention of diseases
	AGRICULTURE	Making school gardens	Fence and watering materials	Reducing poverty
OLD LOCATION	ENVIRONMENT	Cutting of trees	Saws	Cleanness
	AGRICULTURE	(planting and cultivating	Planting, cultivating maintenance	Harvesting
MADELAKUFA	SOCIAL	Home based cared	Lenin safety, gloves, musk and food parcels	Life saver and reducing poverty
	INFRASTRUCTURE	Building toilet in to war room organisation	Cements and blocks	Cleanness and hygiene
	AGRICULTURE	Planting the school	Seeds and water pipes	Decrease poverty to

		gardens		orphans
LINDELANI	SOCIAL	Visit homes	Musk, gloves, linen safety and food parcels	Life saver
	AGRICULTURE	Making school gardens	Seeds and water pipes	Good harvest and
	ENVIRONMENT	Cleaning dumping sites	Cleaning tools and labour	Cleanness
	INFRASTRUCTURE	Street campaign	Cleaning tools	Cleanness
MATSHOTSHOMBE NI	AGRICULTURE	Ploughing	Seeds and water pipes	Reducing poverty
	ENVIRONMENT	Cultivating	Seed controller and insect killer	Good harvest
	INFRASTRUCTURE	Building of causeway	Pipes, stones and cements	Safety
	COMMUNITY SERVICES	Cleaning of illegal dumpsites	Weed controller and TLB	Cleanness
Ward 4				
Location	Key Development Issues to address by CWP	CWP Activities / Focus Area	CWP Contribution	Variable Indicator
BILANYONI	ENVIRONMENT	Fencing garden	Fence and seeds	Fighting with poverty, ploughing and planting
	SOCIAL	Home visits	Linen safety and food parcel	Life Saver
	INFRASTRUCTURE	Filling potholes	Carious stones	Road safety
EMBIZENI	INFRASTRUCTURE	Building of a course way	Pipes, cements and stones	Safety
	AGRICULTURE	Ploughing	Plant and seeds	Reducing poverty
	INFRASTRUCTURE	Filling dongas	Stones, fence and cement	Avoiding soil erosion
OLD STANDS	ENVIRONMENT	Fencing community garden	Provide about fence, poles, seeds, pipes and tanks	Fighting with poverty
	INFRASTRUCTURE	Fixing roads that are damaged by rain	Cements and stones	Safety walking
	ENVIRONMENT	Cleaning cemeteries and fencing	Providing with fencing property	Cleanness of community
	SOCIAL	Home based care	Assist old age people	Hygiene
	INFRASTRUCTURE	Fixing of public toilet for pensioners	Toilets seats, fixing pipes sinks and security)	Hygiene
MOSCOW	ENVIRONMENT	Fencing	Fence, tang and poles	Safety

	ENVIRNOMENT	Cultivating	Seed control	Harvest
	ENVRINMENT	Water stream	Cement and cracia stones	Avoiding soil erosion
	ENVIRONMENT	Toilets, cleaning school	Chemicals	Health and cleanness
EZINGANENI	INFRASTRUCTURE	Making soccer field	Grass and greater	Developing young soccer stars
	ENVIRONMENT	Fencing gardens	Fencing	Fighting with poverty
Ward 5				
Location	Key Development Issues to address by CWP	CWP Activities / Focus Area	CWP Contribution	Variable Indicator
KWAVOVA	SOCIAL	Home visit	Gloves, musk and linen safety	Cleanness and life saver
	INFRASTRUCTURE	Building bridge	Cements, sand soil, ring forces and concrete	Safety Walk
	AGRICULTURE	Planting community garden	Seeds	Good harvest
THOLAKELE	SOCIAL	Home visit	Gloves, musk, need old age home	Safety
	AGRICULTURE	Planting and cultivating community gardens	Seed and insect killer	Good harvest
	ENVIRONMENT	Fencing	Fence, wire, wood and gate	Safety and protected
LUBENJANE	AGRICULTURE	Planting schools gardens and community gardens	Seeds, sulphur, insect killer and wee controller	Good harvest and fresh vegetables
	INFRASTRUCTURE	Building bridge	Sand, cement, concrete, net bag, ring force and pipes	Safety and good transport travel
KWAMPUNZI	INFRASTRUCTURE	Building toilets	Cements, sand soil and blocks	Cleanness
	SOCIAL	Home visit	Gloves, musk and food parcels	Safety
	INFRASTRUCTURE	Desks fixing	Plunge, snail and paint	Increasing of desk
KODLOMO	INFRASTRUCTURE	Roads paving, water pipes and repairs to dongas	Cements, concrete, sand, pipes and fences	Prevention of road damage
	AGRICULTURE	Planting community gardens	Seeds	Healthy food

Ward 6				
Location	Key Development Issues to address by CWP	CWP Activities / Focus Area	CWP Contribution	Variable Indicator
NKEMBENI	SOCIAL	Home based cared visits	Gloves, musk, Lenin safety and food parcels	Safety
	AGRICULTURE	Planting and cultivating school gardens	Seeds	Good harvest
GEDLASI	INFRASTRUCTURE	Fencing community garden	Man power	Garden is closed
	ENVRINMENT	Cleaning of community hall	Man power	Healthiness at homes
LUJOJWANA	ENVIRONMENT	Painting ECD	Paint and brushes	Gaining suits ECD
	INFRASTRUCTURE	Building house	Ring force, blocks and roof	Avoiding poverty
OBISHINI/ BALMORAL	INFRASTRUTURE	Repairs of dongas	Stones, fence and cements	Avoiding soil erosion
	ENVIRONMENT	Clean-up campaign	Cleaning tools and labour	Cleanness
KWAGEBU	ENVIRONMENT	School gardens formation	Seeds and water pipes	Food security
	ENVIRONMENT	Establishing of rubbish pits	Rubbish bins/ cleaning tools and labour	Cleanness
Ward 7				
Location	Key Development Issues to address by CWP	CWP Activities / Focus Area	CWP Contribution	Variable Indicator
MATSHEKAZI	ENVIRONMENT	Cutting grass	Grass cutters, sickles, slashes and rakes	
	INFRASTRUCTURE	Filling potholes	Shovels, cements and spades	Reducing car accidents
	AGRICULTURE	Making school gardens	Seeds and water pipes	Good harvesting and reducing poverty in community
KWAMANZI ASHISAYO	ENVIRONMENT	Cutting grass	Grass cutters, sickles and rakes	Cleanness
	INFRASTRUCTURE	Filling potholes	Shovels, wheel barrows and spades	Well maintained the access road

	AGRICULTURE	Planting and cultivating	Seeds	Good harvest
KWAGAMAKAZI	INFRASTRUCTURE	Repairing dongas	Cements, stones and fence	Avoiding soil erosion
	ENVIRONMENT	Cutting grass	Grass cutters and sickles	Cleanness
	AGRICULTURE	Planting and cultivating	Seeds	Good harvest
OBIVANE	ENVIRONMENT	(Cutting grass and establishing rubbish	Sickles, grass cutters and slashes	Cleanness
	AGRICULTURE	Planting and cultivating	Seeds and pipes	Good harvest
KHAMBULE MISSION	ENVIRONMENT	Cleaning campaign	Dust bins	Cleanness
	INFRASTRUCTURE	Filling potholes	Spades, wheel barrows and shovels	Well maintained the access roads
KHAMBULE FARMERS HALL	INFRASTRUCTURE	Filling potholes	Spades, wheel barrows and shovels	Well maintained the access roads
	ENVIRONMENT	Cleaning of schools	Brooms, mops, buckets and polish	Cleanness

Ward 8

Location	Key Development Issues to address by CWP	CWP Activities / Focus Area	CWP Contribution	Variable Indicator
NDENDENDE	INFRASTRUCTURE	Gardens, maintaining local roads	Seeds and water pipes	Good harvest and well maintained the access roads
	AGRICULTURE	Making home seed gardens and community garden	Fence, and watering materials	Good harvest
	COMMUNITY SERVICES	Cleaning of illegal dumpsites and cleaning cemeteries	Weed controller and TLB	Cleanness
GODENI	ENVIRONMENT	Cleaning ground	Grass cutters and water pipes	Developing community hygiene
	INFRASTRUCTURE	Filling potholes	Cements and sand soil	Reducing car accident and well maintained the access roads
	AGRICULTURE	(Making schools gardens	Seeds and water pipes	Good harvesting
	ENVIRONMENT	Cleaning schools	Dust bin	Cleanness

PADDAFONTEIN	AGRICULTURE	Making school gardens	Seeds	Reducing poverty and good harvest
	AGRICULTURE	Maintaining roads/filling potholes	Cements, wheel barrows and roads	Reducing car accident and well maintained the access roads
	ENVIRONMENT	Cleaning schools	Dust bins	Cleanness
NHLAKANIPHO	AGRICULTURE	Making schools gardens	Seedling and water pipes	Good harvest and reducing poverty
	INFRASTRUCTURE	Filling potholes	Stones, cements, sand soil and fence	Reducing car accident and soil erosion
	ENVIRONMENT	Cutting grass	Grass cutters, sickles and slashes	Cleanness
MSOCO	AGRICULTURE	Making school gardens	Seedling	Good harvest and reducing poverty in to the community
	INFRASTRUCTURE	(Access gravel roads	Cements and soil	Well maintained the access roads
	ENVIRONMENT	Cutting grass	Grass cutters, sickles and slashes	Cleanness

F. Financial Plan – 2013/2014 FY

F.1. Introduction

eDumbe municipality faces a huge challenge due to the increased service demands with a small and stagnant revenue basis and it cannot sustain itself without grants and external funding sources. One of the key priority areas of eDumbe Municipality is the financial viability of the municipality. The financial strategies are hence being reviewed in order to achieve the financial stability goal. In order to sustain eDumbe's financial position as a viable entity a number of strategies and programmes had to be put in place.

The financial plan provides the framework within which challenges can be addressed in a realistic and incremental manner based on the available resources. It puts the limited resources of the municipality and the expected addressing of block logs in perspective which prevents the creation of unrealistic expectations, frustrations and anger. The significant reduction of the salary grant from the Zululand District Municipality places tremendous strain on the financial status of the municipality.

Good governance will be practiced through the proper implementation of the Municipal Finance management act and in particular the improvement in accountability by enhancing transparency, public participation and risk assessment to minimize opportunities for fraud and corrupt services.

It needs to be taken into consideration that ZDM is the Water Services Authority and the Water Services Provider. The effect of this on the local municipality is that the revenue generated by these services is going to District.

It is also important to note that the financial affairs of the municipality are governed by the following acts

Division of Revenue Act
Public Finance Management Act
Municipal Finance Management Act
Treasury Regulations

The 2013/2014 draft budget is prepared in accordance with the Local Government; Municipal Finance Management Act, 2003 and the Municipal Budget and reporting regulations issued by the Minister in terms of Section 168 (1) of the Act. In terms of these regulations a multi-year budget spanning over three (3) years is prepared.

F.2. MTREF

Table 61: 2013/2014 Draft Budget

Details	Adjusted Budget 2012/13	Draft Budget 2013/14	Draft Budget 2014/15	Draft Budget 2015/16
GRANTS & SUBSIDIES				
National Government				
Equitable Share	36,417,000	40,352,000	46,464,000	57,714,000
Finance Management Grant	1,500,000	1,650,000	1,800,000	1,950,000
Municipal Infrastructure Grant	15,462,000	16,032,000	17,051,000	18,021,000
Integrated National Electrification Program	-	10,000,000	6,000,000	10,000,000
Municipal Systems Infrastructure Grant	800,000	890,000	934,000	967,000
Public Works Integrated Grant	1,000,000	0	0	0
	55,179,000	68,924,000	72,249,000	88,652,000
Provincial Government				
Arts and Culture Grant	482,000	508,510	534,444	560,632
Community Participation for IDP's	200,000	-	-	-
LGSETA	100,000	105,500	110,881	116,314
	782,000	614,010	645,325	676,945
Total Grants & Subsidies	55,961,000	69,538,010	72,894,325	89,328,945
ECONOMIC SERVICES				
Refuse Removal	3,763,247	3,970,226	4,172,707	4,377,170
Total Economic Services	3,763,247	3,970,226	4,172,707	4,377,170

ASSESSMENT RATES				
Rates	6,961,326	7,344,199	7,718,753	8,096,972
Total Assessment Rates	6,961,326	7,344,199	7,718,753	8,096,972
OPERATIONAL INCOME				
Service Charges	15,216,837	17,547,176	18,442,082	19,345,744
Miscellaneous	2,680,895	142,882	150,169	157,527
Tender Monies	5,000	5,275	5,544	5,816
Rental facilities and equipment	139,525	1,217,199	1,279,276	1,341,961
Fines & Penalties	1,453,165	1,533,089	1,611,277	1,690,229
Sundry Income	1,451,356	482,043	506,627	531,452
Total Operational Income	20,946,778	20,927,664	21,994,975	23,072,728
INCOME				
Investments Interest	33,070	34,889	36,669	38,465
Penalties (Late Payments)	220,790	62,773	65,974	69,207
VAT Refunds	-	2,685,462	2,822,420	2,960,719
Plant & Hall Hire	7,913	8,348	8,774	9,204
Total Income	261,773	2,791,472	2,933,837	3,077,595
TOTAL REVENUE	87,894,125	104,571,570	109,714,596	127,953,410

Figure 16: Departmental Budget

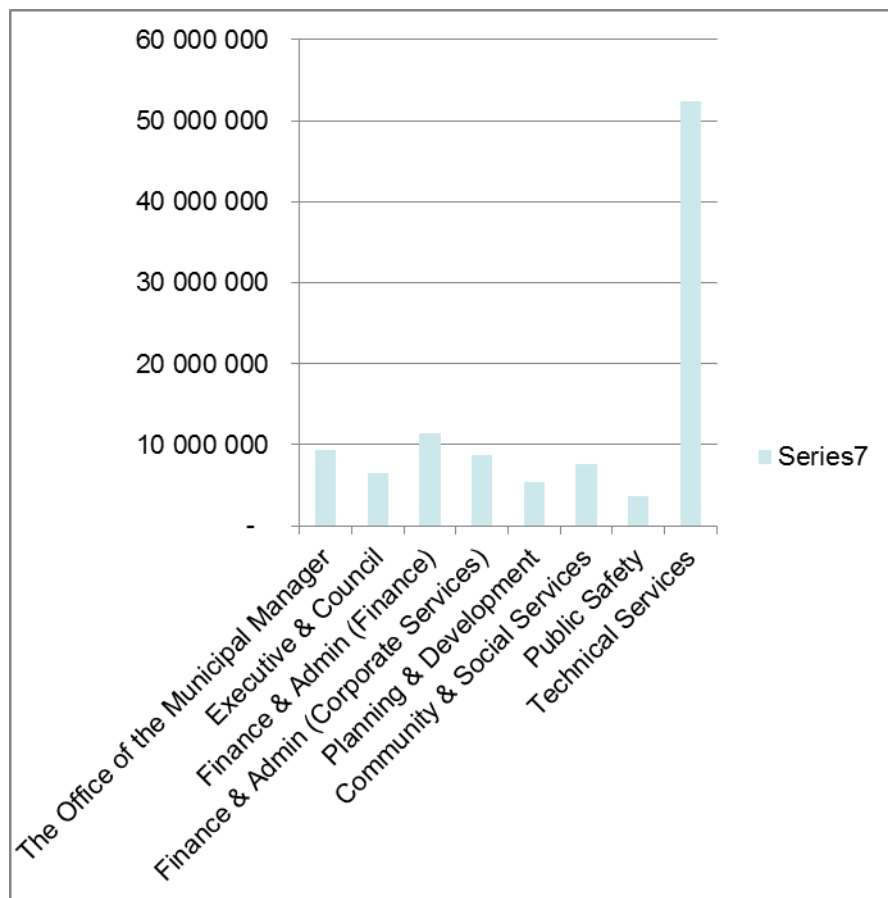
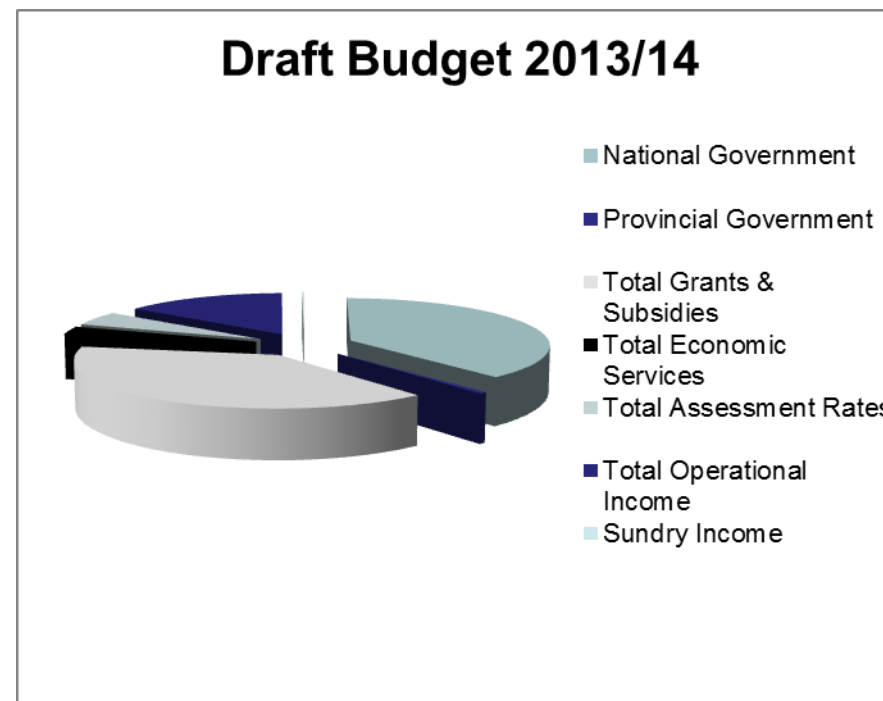


Figure 17: Budget 2013/2014



F.3. Revenue Budget

Table 62: 2013/2014 Revenue Budget

Details	Budget 2013/14	Budget 2014/15	Budget 2015/16
EXECUTIVE DEPARTMENT			
Equitable Share	4 926 698	5 672 930	7 046 477
Land Sales	0	0	0
TOTAL REVENUE	4 926 698	5 672 930	7 046 477
OFFICE OF THE MUNICIPAL MANAGER			
Municipal Systems Infrastructure Grant	890 000	934 000	967 000
Insurance Claims	228 690	240 353	252 131
TOTAL REVENUE	1 118 690	1 174 353	1 219 131
FINANCE SERVICES			
Property Rates - PSI	1 051 792	1 105 433	1 159 599
Property Rates - Residential	1 351 576	1 420 507	1 490 112
Property Rates - Commercial	469 442	493 383	517 559
Property Rates - SPL	4 060 695	4 267 790	4 476 912
Property Rates - Agriculture	410 695	431 640	452 790
VAT Refunds	2 685 462	2 822 420	2 960 719
Bonus Wood Sales/ Mondi lease agreement	0	0	0
Collection of Rates Charges	232 934	244 813	256 809

Rental Staff Housing	147 199	154 706	162 287
Finance Management Grant	1 650 000	1 800 000	1 950 000
Equitable Share	5 395 907	6 213 209	7 717 570
Tender Monies	5 275	5 544	5 816
KZN MAP GRANT	0	0	0
Investments Interest	34 889	36 669	38 465
Rates Clearance	15 301	16 082	16 870
Miscellaneous	142 882	150 169	157 527
TOTAL REVENUE	17 654 048	19 162 366	21 363 035
CORPORATE SERVICES			
Rental Offices			
Equitable Share	4 222 884	4 862 512	6 039 837
LGSETA	105 500	110 881	116 314
TOTAL REVENUE	4 328 384	4 973 392	6 156 151
COMMUNITY SERVICES			
Fees Hall Hire - Town	8 348	8 774	9 204
Fees Hall Hire - Dumbe	0	0	0
Fees Hall Hire - Bilanyoni	0	0	0
Fees Hall Hire - Library	0	0	0
Community Participation for IDP's	0	0	0
Equitable Share	3 049 860	3 511 814	4 362 105
Arts and Culture Grant	939 000	986 889	1 035 247
Library Fees	739	776	814
Subsidy Primary Health			
TOTAL REVENUE	3 997 947	4 508 253	5 407 369

PUBLIC SAFETY			
Equitable Share	3 049 860	3 511 814	4 362 105
Fines	479 065	503 497	528 169
Fees Motor Vehicles	204 306	214 726	225 247
Learner's Licenses	155 739	163 682	171 702
Application Drivers Licenses	228 112	239 746	251 493
Roadworthy Certificate	95 309	100 169	105 078
Card Type Drivers Permit	208 257	218 878	229 603
Professional Drivers Permit	53 489	56 216	58 971
Prodiba Charges Card Type	89 253	93 805	98 401
Temporary Licenses	19 560	20 557	21 565
TOTAL REVENUE	4 582 949	5 123 091	6 052 334
PLANNING AND DEVELOPMENT			
Equitable Share	2 346 047	2 701 395	3 355 465
Development Planning	0	0	0
Shared Services	0	0	0
Building and Structures Fees	4 379	4 602	4 828
ZDM Tourism Grant	0	0	0
ZDM Publicity Tourism	0	0	0
TOTAL REVENUE	2 350 425	2 705 997	3 360 293

TECHNICAL SERVICES			
Rental Plantation: Mondi lease	1 146 897	1 205 389	1 264 453
Rental Mountain Sites	0	0	0
Rental Industrial Land	0	0	0
Burial Fees - Bilanyoni	0	0	0
Burial Fees - Town	0	0	0
Burial Fees - Dumbe	0	0	0
Municipal Infrastructure Grant	16 032 000	17 051 000	18 021 000
Integrated National Electrification Program	10 000 000	6 000 000	10 000 000
			24 830 442
Equitable Share	17 360 744	19 990 326	
Public Works Integrated Grant	0	0	0
Refuse Removal	3 970 226	4 172 707	4 377 170
			14 359 724
Service Charges - Electricity	13 024 705	13 688 965	
Prepaid Sales	4 322 489	4 542 936	4 765 540
Connection Fees	121 133	127 311	133 549
Late Payment Charges	0	0	0
Meter Box	78 848	82 869	86 930
Meter Fines	62 773	65 974	69 207
TOTAL REVENUE	66 119 815	66 927 477	77 908 015
TOTAL REVENUE	105 078 957	110 247 860	128 512 804

F.4. Expenditure Budget

Table 63: Expenditure Budget

Operating Expenditure by Type	MM	Exec	Fin. Services	Corp. Services	Plann. Services	Comm. Services	Public Safety	Technical	2012/13	2013/14	2014/15
Employee related costs	2 540 808		3 797 776	3 588 807	1 876 367	2 533 084	2 957 570	11 463 677	28 758 089	30 771 155	32 925 136
Remuneration of Councillors		3 832 714							3 832 714	4 101 004	4 388 074
Salaries Wages and Allowances	2 540 808	3 832 714	3 797 776	3 588 807	1 876 367	2 533 084	2 957 570	11 463 677	32 590 803	34 872 159	37 313 210
Accommodation Expenses	300 000	300 000	250 000	230 000	200 000	180 000	30 000	210 000	1 700 000	1 768 000	1 838 720
Advertising				150 000					150 000	156 000	162 240
Arts & Culture						410 000			410 000	426 400	443 456
Awards and Certificate									-	-	-
Audit Committee	-	300 000							300 000	312 000	324 480
Audit Fees External			1 200 000						1 200 000	1 248 000	1 297 920
Audit Fees Internal			650 000						650 000	676 000	703 040
Bulk Purchases								12 274 987	12 274 987	12 765 986	13 276 626
Bank Charges			120 000						120 000	124 800	129 792
Bursaries				250 000					250 000	260 000	270 400
Campaigns and Promotions							10 000		10 000	10 400	10 816
Career Day				120 000					120 000	124 800	129 792
Communications	450 000								450 000	468 000	486 720
Cleaning material				150 000					150 000	156 000	162 240
Clean Audit 2014 project			650 000						650 000	676 000	703 040
Chemicals									-	-	-

Community Special Projects						430 000			430 000	447 200	465 088
Community Development						-			-		
Computer Software and Hardware				100 000					100 000	104 000	108 160
Consultant Fees		720 000							720 000	748 800	778 752
Contract Services	2 502 000								2 502 000	2 602 080	2 706 163
Council & Exco Expenses		80 000							80 000	83 200	86 528
Courier and Postage Charges				40 000					40 000	41 600	43 264
Depreciation			1 500 000						1 500 000	1 560 000	1 622 400
Disaster Victims							110 000		110 000	114 400	118 976
Entertainment & Function	90 000								90 000	93 600	97 344
Finance Management Grant			1 100 000						1 100 000		
Fuel & Oil			750 000						750 000	780 000	811 200
Public Participation Activities				150 000	-				150 000	156 000	162 240
HIV/ AIDS Programmes						300 000			300 000	312 000	324 480
Indigent Burial		200 000							200 000	208 000	216 320
Insurance	666 590								666 590	693 254	720 984
Operating Expenditure by Type	MM	Exe	Fin	Corp	Plann	Comm	Public Safety	Technical	2012/13	2013/14	2014/15
LED Projects					600 000				600 000	624 000	648 960
Legal Fees				1 000 000					1 000 000	1 040 000	1 081 600
Library Assistant Cyber						939 000			939 000	976 560	1 015 622

Cadet											
Library Services						41 000			41 000	42 640	44 346
SOD Turning		200 000				-			200 000	208 000	216 320
Medical Examinations				10 000		-			10 000	10 400	10 816
Membership /Subscriptions	20 000								20 000	20 800	21 632
MSIG - Expenditure	-								-	-	-
Mayoral Special Projects		400 000							400 000	416 000	432 640
Municipal Telephones				340 000					340 000	353 600	367 744
Municipal Inter Relations	155 000								155 000	161 200	167 648
Municipal Cellphones		500 000							500 000	520 000	540 800
Office of the Traditional Leaders						5 000			5 000	5 200	5 408
Protective Clothing				300 000			60 000		360 000	374 400	389 376
Programmes (GIS)					50 000				50 000	52 000	54 080
Printing & Stationery				250 000					250 000	260 000	270 400
Portfolio Committees		20 000							20 000	20 800	21 632
Poverty Alliviation Projects (8)						480 000			480 000	499 200	519 168
Policies and By-Laws				200 000					200 000	208 000	216 320
Refreshments	50 000		20 000	40 000	100 000	30 000	20 000	60 000	320 000	332 800	346 112
Rental Office Machines				1 080 000					1 080 000	1 123 200	1 168 128
Road Transport Quality System							210 000		210 000	218 400	227 136
Sundries	20 000								20 000	20 800	21 632
Stores & Material			208 000						208 000	216 320	224 973
Shared Services - Planning					350 000				350 000	364 000	378 560
Sports Development						1 385			1 385 000	1 440	1 498 016

						000				400	
Team Building	225 000					60 000			285 000	296 400	308 256
IT Server Upgrade & Disaster rec				220 000			-		220 000		
Tools							70 000	60 000	130 000	135 200	140 608
Tourism Projects					300 000				300 000	312 000	324 480
Training Staff				100 000					100 000	104 000	108 160
Ward Committee Expenses						384 000			384 000	399 360	415 334
Water & Electricity				50 000					50 000	52 000	54 080
Waste Management						-		-	-	-	-
Youth Development						195 000			195 000	202 800	210 912
DBSA Loan			1 000 000						1 000 000	1 040 000	1 081 600
Vehicle Rental	2 280 000								2 280 000	2 371 200	2 466 048
ZDM Tourism Grant					-				-	-	-
Zoning of Land					1 000 000				1 000 000	-	-
General Expenses	6 758 590	2 720 000	7 448 000	4 780 000	2 600 000	4 839 000	510 000	12 604 987	42 260 577	41 538 200	43 199 728
Operating Expenditure by Type	MM	Exe	Fin	Corp	Planning	Comm	Public Safety	Technical	2012/13	2013/14	2014/15
Electricity Infrastructure								1 000 000	1 000 000	1 040 000	1 081 600
Computer	-								-	-	-
Furniture & Fittings				150 000			30 000		180 000	187 200	194 688
Renovations: Community facilities						50 000			50 000	52 000	54 080
Maintenance of Roads							120 000	450 000	570 000	592 800	616 512
Municipal Building and Structures				20 000				-	20 000	20 800	21 632

Vehicle		-	-				20 000	200 000	220 000	228 800	237 952
Maintenance and Repairs	-	-	-	170 000	-	50 000	170 000	1 650 000	2 040 000	2 121 600	2 206 464
Leave	27 647		101 507	116 898	52 792	75 007	77 269	345 457	796 577	828 440	861 578
Contributions	27 647	-	101 507	116 898	52 792	75 007	77 269	345 457	796 577	828 440	861 578
Capital - Computer	100 000								100 000	104 000	108 160
Capital - Plant and Equipment	-				900 000	140 000			1 040 000	1 081 600	1 124 864
Capital - MIG and Energy Projects								26 251 000	26 251 000	23 051 000	28 021 000
Capital	100 000	-	-	-	900 000	140 000	-	26 251 000	27 391 000	24 236 600	29 254 024
Grand Totals	9 427 045	6 552 714	11 347 283	8 655 705	5 429 158	7 637 091	3 714 839	52 315 122	105 078 957	103 597 000	112 835 004

G. Annual Operational Plan (SDBIP)

The Draft Service Delivery and Budget Implementation Plan (SDBIP) which is regarded as the Municipal Annual Operational Plan is attached herewith as the Annexure I.1

H. Organisational & Individual Performance Management System

H.1. Introduction

eDumbe Municipality's PMS is the primary mechanism to monitor, review and improve the implementation of its IDP and to gauge the progress made in achieving the objectives as set out in the IDP.

In doing so, it should fulfil the following functions:

Facilitate increased accountability

The performance management system should provide a mechanism for ensuring increased accountability between the local community, politicians, the Municipal council and the municipal management team.

Facilitate learning and improvement

The PMS should facilitate learning in order to enable the Municipality to improve delivery.

Provide early warning signals

It is important that the system ensure decision-makers are timely informed of performance related risks, so that they can facilitate intervention, if necessary.

Facilitate decision-making

The performance management system should provide appropriate management information that will allow efficient, effective and informed decision-making, particularly on the allocation of resources.

The functions listed above are not exhaustive, but summarise the intended benefits of the system. These intended functions should be used to evaluate and review the performance management system on a regular basis

H.2. Performance Management Framework

The 2001 Municipal Planning and Performance Management Regulations stipulates that a municipality's Performance Management System (PMS) must entail a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role players.

Due to the above, the eDumbe municipality therefore has in place its Performance Management Framework which is reviewed, adopted & implemented annually (will be made available upon request).

H.3. Institutional Arrangement

Various structures have been established to monitor and ensure alignment internally and within the Zululand Family of Municipalities. They are listed as follows:

Performance Audit Committee

The structure is an independent committee appointed by the municipality to advise the Executive Council on performance matters relating to finance, policies, internal controls, compliance and evaluation.

Management Committee

This committee reviews Key Performance Indicators and targets annually and is responsible for physical implementation of council strategies.

District Technical Advisory Committee

The structure includes Local municipalities, the district and Co-operative Governance to establish a culture of information sharing and identify common aspects of alignment between the stakeholders on performance management.

Internal Audit

This structure is appointed by the municipality and may be outsourced to audit specialists. The key function is to prepare a risk based audit plan and audit programme for a financial year, advise the accounting officer and report to the performance audit committee on performance matters listed under point 1 above. They analyse performance information for each financial year to enable the Audit Committee to make an informed decision and recommendations to Council.

H.4. The Process of Managing Performance

The annual process of managing performance at organisational level in the Municipality involves the steps as set out below:

1. Performance Planning
- ↓
2. Performance Monitoring
- ↓
3. Performance Measurement
- ↓
4. Performance Analysis
- ↓
5. Performance Reporting
- ↓
6. Performance Review

H.5. Organisational & Departmental Scorecard

Performance management can be applied to various levels within any organisation. The legislative framework provides for performance management at various levels in a municipality including organisational (sometime also referred to as municipal, corporate or strategic) level, departmental (also referred to as services, operational or section/team level) and lastly, individual level.

At organisational level the five-year IDP of a municipality forms the basis for performance management, whilst at operational level the annual SDBIP forms the basis. The IDP is a long-term plan and by its nature the performance measures associated with it will have a long-term focus, measuring whether a municipality is achieving its IDP objectives. A SDBIP (both for the municipality as a whole and that of a department) is more short-term in nature and the measures set in terms of the SDBIP, reviewing the progress made with implementing the current budget and achieving annual service delivery targets.

The measures set for the Municipality at organisational level is captured in an organisational scorecard structured in terms of the preferred performance management model of the Municipality. The measures at departmental level are captured in the SDBIPs of the various Departments of the Municipality.

By cascading performance measures from organisational to departmental level, both the IDP and the SDBIP, forms the link to individual performance management. This ensures that performance management at the various levels relate to one another, which is a requirement of the 2001 Municipal Planning and Performance Regulations. The MFMA specifically requires that the annual performance agreements of managers must be linked to the SDBIP of a municipality and the measurable performance objectives approved with the budget.

H.6. Previous Year (2011/2012) Annual Performance Reports

The table below depicts the summary of performance assessment and evaluation results per KPA for 2011/2012 financial year adopted together with the annual report by Council in its meeting held in January 2013

Table 64: Other Highlights of Municipal Performance by KPA

Municipality	Focus Area	Highlights
eDumbe Municipality	KPA 1: Municipal Transformation and Organisational Development	The Municipality has close the gaps in governance by approving 34 policies, this means the unregulated activities which might results to havoc has been guided. The Organisational Structure has been deliberated by the Council and adopted WSP & ATR has been discussed by the LFF and adopted by Council and was submitted to LGSETA Overtime Management will be managed through the Overtime Policy which will address issues of who is entitled to and who is not. Leave Management; the leaves will be properly managed through leave policy which is implemented in conduction with the Basic of Employment Act and Labour Relations Act. Our leaves will be managed through the VIP financial system linked to Payroll

Municipality	Focus Area	Highlights
	KPA 2: Basic Service Delivery	The Municipality has received a grant funding from Energy to do connections in the area of Mfinhlweni and some new applications has been launched with the department to increase the number of beneficiaries. Refuse collection : we has two tipper trucks and tracks and tractors' which we use to collect refuse.
	KPA 3: Local Economic Development	The municipality has signed a working agreement with Seda that will benefit the SMMEs of this Municipality by providing capacity building to the SMME. We have also allowed our LED Officers to go to the an sponsored more overseas to get more information to support our lo
	KPA 4: Municipal Financial Viability and Management	Our financial management is getting in order and we have established the SCM –Bid Committees, Internal Audit Committee, MPAC, we have Internal Auditors we are doing the section 71 reports and submit them to treasury monthly.
	KPA 5: Good Governance and Public Participation	Adhering to the AG comment and ensure Compliance in reports submissions. We have trained our councilors on Rules and Orders, trained the MPAC. We have developed a municipal website.
	Cross Cutting Intervention	The Disaster Management is functioning through the utilization of Traffic Officers, we are participating in the development of the district Disaster Management Strategy which will then be informing the Local Disaster Strategies
	SDF	The municipality is planning to develop the SDF which will be a foundation of our development. It will inform all the development initiatives.

H.7. 2013/2014 Organisational Scorecard

Table 65: 2013/2014 eDumbe Organisational Scorecard

REF	eDumbe 2013/2014 ORGANISATION SCORECARD																			
	National KPA	Outcome outputs	Strategic Objective	Goals (What do you want to achiev)	Objectives (What do you want to do)	Strategies (How are you going to do it)	Performance Measure / Indicator	(Unit of Measure)	Demand	Baseline	Backlogs		2013/2014					Responsible Department	Financial Implication	Wards
												Annual	2013/2014		1/2 Yearly	2013/2014				
												Target	Target Q1	Target Q2	Target	Target Q3	Target Q4			
KUPU 1	1.Municipal Transformation and Institutional Development		4. To promote good governance and Efficient Administration	Municipal Planning	Municipal Business Plan	A developed Organisa tional SDBIP	A copy of Organisa tional SDBIP and Council Resolutio n.	31-Jul-13	None	None	None	A copy of Organis ational SDBIP and Council Resolut ion by 31 July 2013	31-Jul-13	X	X	X	X	M.M."s Office	Internal	All
KUPU 2				Planned Municipal Activities	Municipal Action Plan for Directors.	Develope d departme ntal SDBIP	Departm ental SDBIP for Directors signed and approved by Municipal Manager.	31-Jul-13	None	None	None	Depart mental SDBIP for Director s signed and approv ed by MM by the 31 July 2013	31-Jul-13	X	X	X	M.M."s Office	Internal	All	

P K 3																			
P K 4																			
P K 5																			
1.Municipal Transformation and Institutional Development																			
A single window of coordination																			
4. To promote good governance and Efficient Administration																			
Municipal Policies	To ensure that the municipality has in place all the relevant prescribed policies and by-laws	Review and Workshop municipal policies	Council Resolutions	Council Resolution	By-laws not gazetted	None	By-laws not gazetted	Review and Workshop the policies and by-laws	Work with Cogta to develop new policies and by-laws	Gazette the by-laws	By-laws gazetted	X	X	corporate	550 000-00	All			
Capacity Building &skill development	To ensure that staff & councillors are exposed to capacity building initiatives	Review and implement WSP	Council Resolution, Training Certificates	Receiving note from LGSETA and training Certificate	Reviewed WSP	None	Reviewed WSP	Conduct skill audit internally,review and implement WSP	Conduct skill audit internally and review	Implement the WSP	Review,adopt and submitted to LGSETA and implement	Implement the WSP	Implement the WSP	corporate	100 000-00	All			
Performance Management	Establish fully functional OPMS	Implement OPMS Framework	Quarterly Reports, PAC Report	Quarterly Reports, PAC Report	OPMS Implemented	None	OPMS Implementation	Implementation of the OPMS	Plan,Implement,Monitor,evaluate &report on existing PMS	Plan,Implement,Monitor,evaluate &report on existing PMS	Plan,Implement,Monitor,evaluate &report on existing PMS	Plan,Implement,Monitor,evaluate &report on existing PMS	Plan,Implement,Monitor,evaluate &report on existing PMS	corporate	Internal	All			

K P I 6	K P I 7	K P I 8	1.Municipal Transformation and Institutional Development																
			Implement a different approach to municipal financing, planning and support																
			4. To promote good governance and Efficient Administration																
			Vacant Post	Ensure that critical posts are filled	Review organogram per department	Council Resolution	All Senior Management posts filled	All Senior Management posts filled	Review and adopt the Organogram	None	Review, adopt and implement the Organogram	Review, adopt & fill critical posts identified on organogram	Monitor the implementation of the Organogram	Review, adopt & fill critical posts identified on organogram	Monitor the implementation of the Organogram	Monitor the implementation of the Organogram	corporate	Internal	All
			Employment Equity	To ensure that the municipality is compliant with labour laws	Develop and implement employment equity plan	Council Resolution	Reviewed and adopted EEP	Reviewed and adopted	None	None	Review and adopt the EEP	Review and adopt the EEP	Submit to DoL	Review, Report and submit to DoL	Implement the EEP	Implement the EEP	corporate	Internal	All
			Municipal Website	To have a functional website that is easily accessible and informative	Maintenance of website	Maintenance report from service provider	Functional Website	Website not easily accessible	None	None	Develop website maintenance plan and gradually update and feed information on website	Develop website maintenance plan and gradually update and feed information on website	Update and feed information on website	Develop website maintenance plan and gradually update and feed information on website	Update and feed information on website	Update and feed information on website	corporate	Internal	All

K P I O O K P I O O K P I I																			
1.Municipal Transformation and Institutional Development																			
4. To promote good governance and Efficient Administration																			
Information Technology	To have a functional and fully compliant IT system	Maintenance of IT system	Invoices and delivery notes	Software installed	Non-integrated IT system	None	Non-integrated IT System	Purchasing of required software licenses and hardware	Purchasing of required software licenses and hardware	Maintenance of the IT Software and Functionality	IT Software purchased	Upgrading software to meet IT Governance Requirement	Maintenance of the IT Software and Functionality	corporate	350 000-00	All			
Record Management	To have a fully functional and effective record system	Establish a record archives management system	Council Resolution	Record management in place	Record management not in place	None	Record management not in place	Implementing the record Management System	Approval and implementation of records management policy	Purchasing the Archives material	Approval and implementation of records management policy	Recording all the existing files	Submitting the existing files to archives	corporate	Internal	All			
MTAS	To have a MTAS that addresses the municipality's critical issues	Annually Review MTAS	Council Resolution	Reviewed MTAS	None	None	None	Review and Adopt the MTAS	Review, adopt, submit to COGTA & implement Municipal MTAS	X	Review, adopt, submit to COGTA & implement Municipal MTAS	X	X	corporate	Internal	All			

K P I 1 2	K P I 1 3	2.Financial viability and Management		3. To promote prudent Financial Management and Viability	Increase revenue	Implement Current credit control and debt collection policy and bylaws	Review and implement credit control and debt collection policy and bylaws	Council Resolution	1 Document	BY-laws not implemented	None	BY-laws not implemented	Reviewed and implement credit control and debt collection policy and bylaws	X	X	X	X	X	Finance	Internal	All
					Increase revenue	Validate debtors information	Conduct Customer survey	Copies of completed surveys and debtors records	500 households	Unvalidated debtors information	None	Unvalidated Debtors Information	Appoint special task team to carry out customer survey and Reconciliation and updating of debtors information from abakus GIS & valuation roll	125 questionnaires filled per quarter	125 questionnaires filled per quarter	250 questionnaires filled per quarter	125 questionnaires filled per quarter	125 questionnaires filled per quarter	Finance	FMG	All

K P I 1 4	K P I 1 5	K P I 1 6	K P I 1 7	2.Financial viability and Management	7. To promote Transparent, Public Participation and Integrated Development Plan (IDP)	Increase revenue	Validate debtors information	Implement Revenue enhancement	Reviewed and adopted Revenue Enhancement Strategy	1 document	Reviewed Strategy	None	None	Reviewed and implement Revenue Enhancement Strategy	X	X	X	X	X	Finance	Internal	All
						Compliance	Ensure compliance of the MFMA & be a debt free municipality	Making all payments to creditors within prescribed timeframe	Three reports in a quarter	Monthly Reports	None	None	None	Ensuring payment of suppliers/creditors within 30 days	Ensuring payment of suppliers/creditors within 30 days	Ensuring payment of suppliers/creditors within 30 days	Ensuring payment of suppliers/creditors within 30 days	Ensuring payment of suppliers/creditors within 30 days	Ensuring payment of suppliers/creditors within 30 days	Finance	Internal	All
						Compliance	Ensure compliance of the MFMA & be a debt free municipality	Effectively managing & implementing the existing SCM Policy	Council Resolution	Review SCM Policy	None	None	Review SCM Policy	Review, adopt and implement SCM Policy	Review, adopt and implement SCM Policy	Review, adopt and implement SCM Policy	Review, adopt and implement SCM Policy	Review, adopt and implement SCM Policy	Review, adopt and implement SCM Policy	Finance	Internal	All
						Compliance	Ensure compliance of the MFMA & be a debt free municipality	Compilation of Mid-Term Expenditure and revenue Framework (MTERF) that is aligned with IDP	Council Resolution	1 Document of annual budget	None	None	None	Approval of Municipal annual budget	X	X	X	Completion of draft budget by 31 March 2014	Approval of Municipal annual budget	Finance	Internal	All

KPI 18				Assets Management	To have a GRP 17 Compliant asset Register	Compilation of fully compliant register	A copy of asset register	1 copy of asset register	Non-compliant asset register	Updating of Asset register	Non-compliant asset register	Update and manage asset register	X	X	X	X	Approval of Municipal annual budget	Finance	Internal	All
KPI 19				Compliance	Ensure compliance of the MFMA & be a debt free municipality	Reporting to MFMA prescribed timeframe	Acknowledgement letters, Council resolutions	85% report per quarter	Reports are currently sitting at 70%	Reports are currently sitting at 70%	Reports are currently sitting at 70%	Ensure compliance	85% report per quarter	85% report per quarter	85% report per quarter	85% report per quarter	100% report per quarter	Finance	Internal	All
KPI 20	3. Basic Service Delivery and Infrastructure Development		1. To promote access to public Infrastructure and Facilities	Deliver and maintain road infrastructure	Improve accessibility in all wards	Review and Implement operational plan for municipal plant	Council resolution and adopted operational plan	Compile 1 Document by June 2014	Existent	review of operational plan	None	Review and Implement operational plan for municipal plant	Review operational plan	Implement operational plan	Implement operational plan	Implement operational plan	Implement operational plan	Technical	Internal	All
KPI 21				Deliver and maintain road infrastructure	Improve accessibility in all wards	Maximise the use of municipal plant to open access roads	Pictures and Reports	8 wards	Existent	Review of operational plan	None	Deliver and maintain road infrastructure (Blading of 240 km per year)	Identify wards that are of highest priority to improve accessibility and allocate municipal plant accordingly	Blading of 60km per quarter	Blading of 60km per quarter	blading of 60km per quarter	Blading of 60km per quarter	Technical	Internal	All

KPI 22	KPI 23	KPI 24	3. Basic Service Delivery and Infrastructure Development Improve access to basic services	1. To promote access to public Infrastructure and Facilities	Deliver and maintain road infrastructure	Improve accessibility in all wards	Develop and implement roads maintenance plan	Council Resolution and adopted maintenance and implementation plan	8 wards	Non-Existent	None	Non-Existent	Refurbish existing roads and patch potholes & Development of new road infrastructure	Refurbish existing roads and patch potholes & Development of new road infrastructure	Refurbish existing roads and patch potholes & Development of new road infrastructure	Refurbish existing roads and patch potholes & Development of new road infrastructure	Refurbish existing roads and patch potholes & Development of new road infrastructure	Refurbish existing roads and patch potholes & Development of new road infrastructure	Technical	MIG & Internal	3,4,&5
					Deliver Electricity Infrastructure in all wards	Improve current electrical network	Develop an electrical master plan	Council Resolution with adopted electrical master plan	850 Households	Non-Existent	None	Non-Existent	Develop, adopt and implement electrical master plan	Develop, adopt and implement electrical master plan	Adopt and implement electrical master plan	Adopt and implement electrical master plan	Adopt and implement electrical master plan	Adopt and implement electrical master plan	Technical	Internal	All
					Deliver Electricity Infrastructure in all wards	Improve current electrical network	Refurbish, replace & maintain existing electrical network in urban & rural areas	Reports	Replaced 8 Transformers	Old transformers	None	Old transformers	Refurbish, replace & maintain existing electrical network in urban & rural areas	Check and replace 2 transformers per quarter	Check and replace 2 transformers per quarter	Check and replace 4 transformers per quarter	Check and replace 2 transformers per quarter	Check and replace 2 transformers per quarter	Technical	Internal	3

K P I 2 5				Provide Sustainable Human Settlements to people of eDumbe	Implement projects identified in HSP	Review and Implement HSP	Council Resolution and adopted HSP	1 Document	Unreviewed document	None	Unreviewed document	Review and Implement HSP	Review HSP	Adopt HSP	Implement HSP	Implement HSP	Implement HSP	Technical	DoHS	All	
K P I 2 6	3.Basic Service Delivery and Infrastructure Development		1. To promote access to public Infrastructure and Facilities	Refuse Removal (Solid waste)	Facilitate the effective and efficient removal of solid waste	Establish an IWMP	Council Resolution and adopted IWMP	1 Document to be compiled	Non-existent	Compilation of the document	Non-existent	Facilitate the effective and efficient removal of solid waste	Develop IWMP	Adopt IWMP	Implement IWMP	Implement IWMP	Implement IWMP	Technical	Internal	All	
K P I 2 7				Refuse Removal (Solid waste)	Facilitate the effective and efficient removal of solid waste	Identification and establishment of new dumpsite	Council Resolution and adopted IWMP	Compile 1 Document by June 2014	Non-existents	None	Non-Existent	Facilitate the effective and efficient removal of solid waste	Conduct EIA Study	Await Environmental reports	Await Environmental reports	Await Environmental reports	Review environmental impact assessment results	Technical	MIG C 750 000-00)	8	
K P I 2 8				Cemeteries	Ensure that there is sufficient burial space and that cemeteries are well kept	Provide suitable land for increased burial space	Council Resolution	Identify 1 site by June 2014	Current Cemeteries no longer has capacity to cater for all wards	Budget Provision	Current Cemeteries no longer has capacity to cater for all wards	Provide suitable land for increased burial space	Conduct EIA Study	Await Environmental reports	Await Environmental reports	Await Environmental reports	Review environmental impact assessment results	Technical	MIG (750 000-00)	All	

K P I 2 9	K P I 3 0	K P I 3 1	3.Basic Service Delivery and Infrastructure Development																	
			1. To promote access to public Infrastructure and Facilities																	
			Cemeteries	Ensure that there is sufficient burial space and that cemeteries are well kept	Fence and maintain existing cemeteries	Council Resolution	Fencing of 1 cemetery by June 2014	Existing cemetery is not fenced	Budget Provision	Existing cemetery is not fenced	Fence and maintain existing cemeteries	Advert and appointment letter	Commencement of project	Construction phase	Completion of project	Maintenance	Technical	MIG(15 00 000-00)	4	
			Community and Municipal Facilities	Ensure that the community is well equipped with services and facilities	Identify wards that are in need of new community facilities	Council Resolution	1 Community hall & renovation of workshop by June 2014	3 community facilities are not renovated	Prioritise and budgeted	2 facilities are budgeted for renovation	Renewal of electrical section workshop & eDumbe location hall	Conduct assessment	Procurement of material	Renovation of facilities	Renovation of facilities	Completion of the two projects	Technical	MIG	All	
			Governance and Policy	Strengthening policy and strategy co-ordinating and IGR	Implement communication strategy	Newsletter, functional website and correspondence		Outdated Communication Strategy		Outdated Communication Strategy	Update website, review communication strategy, continue publishing newsletters	Update website, review communication strategy, continue publishing newsletters	Update website, review communication strategy, continue publishing newsletters	Update website, review communication strategy, continue publishing newsletters	Update website, review communication strategy, continue publishing newsletters	Update website, review communication strategy, continue publishing newsletters	MM	450 000-00	All	

K P I 3 2	4. Good Governance and Public Participation		Governa nce and Policy	Promote Inter- Governm ental Relation	Honourin g Develop ment Shared Services Business Plan	Payment Voucher	3rd year invoic e paid	R 350 000.0 0		None	Paid 3rd year DPSS membe rship	X	X	X	X	Pay 3rd year DPSS paym ent	Plannin g	R 350 000.00	All	
K P I 3 3		Deepened Democracy through a refined ward committee model	Governa nce and Policy	Building governan ce capacity	Launch and train ward Committe es	Training certificate s and attendan ce registers	8 Elect ed Ward comm ittees	Untrain ed Ward Com mittee s	None	Untrain ed Ward Commit tees	Train and Launch all ward Commit tees	Train and Launch all Ward Commit tees	X	Train and Launc h all ward Com mittee s	X	X	corpora te	150 000-00	All	
K P I 3 4			Governa nce and Policy	Building governan ce capacity	Hosting Career exhibition day	Pictures and Program me	Hoste d Annu ally	Short age of caree r infor matio n	None	High Level of skill shortag e	Hosting and expandi ng career exhibiti on day	Hosting and expandi ng career exhibiti on day	X	Hosti ng and expan ding caree r exhibi tion day	X	X	corpora te	120 000.00	All	
K P I 3 5		Improve administrative and financial capacity	Governa nce and Policy	Eradicati ng fraud and corruptio n	A compreh ensive fraud and corruptio n policy	Approved fraud and corruptio n policy with council resolutio n	Fraud and corru ption policy in place	Revie w and imple ment the Fraud and Corru ption Policy	None	Worksh op the Fraud Corrupt ion Policy	Review and imple ment the Fraud and Corrupt ion Policy	Review and Imple ment Fraud and Corrupti on policy	Imple ment the Fraud and Corru ption Policy	Imple ment the Fraud and Corru ption Policy	Imple ment the Fraud and Corru ption Policy	Imple ment the Fraud and Corru ption Policy	corpora te	Internal	All	

K P I 3 6			4. To promote good governance and Efficient Administration	Governa nce and Policy	Promote participati ve, facilitativ e and accounta ble governan ce	Developi ng IDP process plan and annual Review of IDP	Approved IDP Process Plan, IDP Documen t and Council Resolutio ns	1 IDP Proce ss plan by 30 Septe mber 2013 and 1 IDP Docu ment by 30 June 2014	Revie w IDP	Appro ve 5 year plan IDP docu ment	None	Appro ved IDP process planed and Review ed IDP	Develo p and adopt 2013/2 014 IDP Proces s plan	X	X	X	Adopt Revie wed IDP	Plannin g	R0.00 (Intern al)	All
K P I 3 7				Governa nce and Policy	Promote public participati on in municipal processe s	Hosting Mayoral Izimbizo and road shows and IDP Represe ntative Forum	Attendan ce Registers and minutes	8 Mayo ral Road show s and 2 IDP Rep Foru ms	8 Mayo ral Road show s and 2 IDP Rep Foru ms	8May oral Road show s and 2 IDP Rep Foru ms	1 IDP Rep Forum	8 Mayora l Road shows and 2 IDP Rep Forums	X	Hosti ng 4 Mayo ral Road show s and 1 IDP Rep Foru m	4 Mayo ral Road show s and 1 IDP Rep Foru m	Hosti ng 4 Mayo ral Road show s	Hosti ng 1 IDP Rep Foru m	Plannin g and Executi ve	R 200 000.00	All
K P I 3 8		Actions supportive of the human settlement outcome			Spatial Equity and Environm ental Planning	Facilitate land use manage ment and spatial planning	Develop wall to wall scheme	Approved Urban Compon ent of a Scheme and council resolutio n	1 Urban Compon ent of eDumbe sche me by 31 Dece mber 2014	Wall to Wall Sche me	Paulpietersburg Sche me	Compr ehensiv e Urban and Rural Compo nent of a scheme	Adopted Urban Compo nent of eDumbe Schem e	X	Finali se and adopt Urban Compo nent of eDumbe Sche me	Finali sed and adopt ed Urban Compo nent of eDumbe Sche me	X	X	Plannin g and CoGTA	R250 000.00 (CoGT A)

2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42	2042/43	2043/44	2044/45	2045/46	2046/47	2047/48	2048/49	2049/50	2050/51	2051/52	2052/53	2053/54	2054/55	2055/56	2056/57	2057/58	2058/59	2059/60	2060/61	2061/62	2062/63	2063/64	2064/65	2065/66	2066/67	2067/68	2068/69	2069/70	2070/71	2071/72	2072/73	2073/74	2074/75	2075/76	2076/77	2077/78	2078/79	2079/80	2080/81	2081/82	2082/83	2083/84	2084/85	2085/86	2086/87	2087/88	2088/89	2089/90	2090/91	2091/92	2092/93	2093/94	2094/95	2095/96	2096/97	2097/98	2098/99	2099/100	2100/101	2101/102	2102/103	2103/104	2104/105	2105/106	2106/107	2107/108	2108/109	2109/110	2110/111	2111/112	2112/113	2113/114	2114/115	2115/116	2116/117	2117/118	2118/119	2119/120	2120/121	2121/122	2122/123	2123/124	2124/125	2125/126	2126/127	2127/128	2128/129	2129/130	2130/131	2131/132	2132/133	2133/134	2134/135	2135/136	2136/137	2137/138	2138/139	2139/140	2140/141	2141/142	2142/143	2143/144	2144/145	2145/146	2146/147	2147/148	2148/149	2149/150	2150/151	2151/152	2152/153	2153/154	2154/155	2155/156	2156/157	2157/158	2158/159	2159/160	2160/161	2161/162	2162/163	2163/164	2164/165	2165/166	2166/167	2167/168	2168/169	2169/170	2170/171	2171/172	2172/173	2173/174	2174/175	2175/176	2176/177	2177/178	2178/179	2179/180	2180/181	2181/182	2182/183	2183/184	2184/185	2185/186	2186/187	2187/188	2188/189	2189/190	2190/191	2191/192	2192/193	2193/194	2194/195	2195/196	2196/197	2197/198	2198/199	2199/200	2200/201	2201/202	2202/203	2203/204	2204/205	2205/206	2206/207	2207/208	2208/209	2209/210	2210/211	2211/212	2212/213	2213/214	2214/215	2215/216	2216/217	2217/218	2218/219	2219/220	2220/221	2221/222	2222/223	2223/224	2224/225	2225/226	2226/227	2227/228	2228/229	2229/230	2230/231	2231/232	2232/233	2233/234	2234/235	2235/236	2236/237	2237/238	2238/239	2239/240	2240/241	2241/242	2242/243	2243/244	2244/245	2245/246	2246/247	2247/248	2248/249	2249/250	2250/251	2251/252	2252/253	2253/254	2254/255	2255/256	2256/257	2257/258	2258/259	2259/260	2260/261	2261/262	2262/263	2263/264	2264/265	2265/266	2266/267	2267/268	2268/269	2269/270	2270/271	2271/272	2272/273	2273/274	2274/275	2275/276	2276/277	2277/278	2278/279	2279/280	2280/281	2281/282	2282/283	2283/284	2284/285	2285/286	2286/287	2287/288	2288/289	2289/290	2290/291	2291/292	2292/293	2293/294	2294/295	2295/296	2296/297	2297/298	2298/299	2299/300	2300/301	2301/302	2302/303	2303/304	2304/305	2305/306	2306/307	2307/308	2308/309	2309/310	2310/311	2311/312	2312/313	2313/314	2314/315	2315/316	2316/317	2317/318	2318/319	2319/320	2320/321	2321/322	2322/323	2323/324	2324/325	2325/326	2326/327	2327/328	2328/329	2329/330	2330/331	2331/332	2332/333	2333/334	2334/335	2335/336	2336/337	2337/338	2338/339	2339/340	2340/341	2341/342	2342/343	2343/344	2344/345	2345/346	2346/347	2347/348	2348/349	2349/350	2350/351	2351/352	2352/353	2353/354	2354/355	2355/356	2356/357	2357/358	2358/359	2359/360	2360/361	2361/362	2362/363	2363/364	2364/365	2365/366	2366/367	2367/368	2368/369	2369/370	2370/371	2371/372	2372/373	2373/374	2374/375	2375/376	2376/377	2377/378	2378/379	2379/380	2380/381	2381/382	2382/383	2383/384	2384/385	2385/386	2386/387	2387/388	2388/389	2389/390	2390/391	2391/392	2392/393	2393/394	2394/395	2395/396	2396/397	2397/398	2398/399	2399/400	2400/401	2401/402	2402/403	2403/404	2404/405	2405/406	2406/407	2407/408	2408/409	2409/410	2410/411	2411/412	2412/413	2413/414	2414/415	2415/416	2416/417	2417/418	2418/419	2419/420	2420/421	2421/422	2422/423	2423/424	2424/425	2425/426	2426/427	2427/428	2428/429	2429/430	2430/431	2431/432	2432/433	2433/434	2434/435	2435/436	2436/437	2437/438	2438/439	2439/440	2440/441	2441/442	2442/443	2443/444	2444/445	2445/446	2446/447	2447/448	2448/449	2449/450	2450/451	2451/452	2452/453	2453/454	2454/455	2455/456	2456/457	2457/458	2458/459	2459/460	2460/461	2461/462	2462/463	2463/464	2464/465	2465/466	2466/467	2467/468	2468/469	2469/470	2470/471	2471/472	2472/473	2473/474	2474/475	2475/476	2476/477	2477/478	2478/479	2479/480	2480/481	2481/482	2482/483	2483/484	2484/485	2485/486	2486/487	2487/488	2488/489	2489/490	2490/491	2491/492	2492/493	2493/494	2494/495	2495/496	2496/497	2497/498	2498/499	2499/500	2500/501	2501/502	2502/503	2503/504	2504/505	2505/506	2506/507	2507/508	2508/509	2509/510	2510/511	2511/512	2512/513	2513/514	2514/515	2515/516	2516/517	2517/518	2518/519	2519/520	2520/521	2521/522	2522/523	2523/524	2524/525	2525/526	2526/527	2527/528	2528/529	2529/530	2530/531	2531/532	2532/533	2533/534	2534/535	2535/536	2536/537	2537/538	2538/539	2539/540	2540/541	2541/542	2542/543	2543/544	2544/545	2545/546	2546/547	2547/548	2548/549	2549/550	2550/551	2551/552	2552/553	2553/554	2554/555	2555/556	2556/557	2557/558	2558/559	2559/560	2560/561	2561/562	2562/563	2563/564	2564/565	2565/566	2566/567	2567/568	2568/569	2569/570	2570/571	2571/572	2572/573	2573/574	2574/575	2575/576	2576/577	2577/578	2578/579	2579/580	2580/581	2581/582	2582/583	2583/584	2584/585	2585/586	2586/587	2587/588	2588/589	2589/590	2590/591	2591/592	2592/593	2593/594	2594/595	2595/596	2596/597	2597/598	2598/599	2599/600	2600/601	2601/602	2602/603	2603/604	2604/605	2605/606	2606/607	2607/608	2608/609	2609/610	2610/611	2611/612	2612/613	2613/614	2614/615	2615/616	2616/617	2617/618	2618/619	2619/620	2620/621	2621/622	2622/623	2623/624	2624/625	2625/626	2626/627	2627/628	2628/629	2629/630	2630/631	2631/632	2632/633	2633/634	2634/635	2635/636	2636/637	2637/638	2638/639	2639/640	2640/641	2641/642	2642/643	2643/644	2644/645	2645/646	2646/647	2647/648	2648/649	2649/650	2650/651	2651/652	2652/653	2653/654	2654/655	2655/656	2656/657	2657/658	2658/659	2659/660	2660/661	2661/662	2662/663	2663/664	2664/665	2665/666	2666/667	2667/668	2668/669	2669/670	2670/671	2671/672	2672/673	2673/674	2674/675	2675/676	2676/677	2677/678	2678/679	2679/680	2680/681	2681/682	2682/683	2683/684	2684/685	2685/686	2686/687	2687/688	2688/689	2689/690	2690/691	2691/692	2692/693	2693/694	2694/695	2695/696	2696/697	2697/698	2698/699	2699/700	2700/701	2701/702	2702/703	2703/704	2704/705	2705/706	2706/707	2707/708	2708/709	2709/710	2710/711	2711/712	2712/713	2713/714	2714/715	2715/716	2716/717	2717/718	2718/719	2719/720	2720/721	2721/722	2722/723	2723/724	2724/725	2725/726	2726/727	2727/728	2728/729	2729/730	2730/731	2731/732	2732/733	2733/734	2734/735	2735/736	2736/737	2737/738	2738/739	2739/740	2740/741	2741/742	2742/743	2743/744	2744/745	2745/746	2746/747	2747/748	2748/749	2749/750	2750/751	2751/752	2752/753	2753/754	2754/755	2755/756	2756/757	2757/758	2758/759	2759/760	2760/761	2761/762	2762/763	2763/764	2764/765	2765/766	2766/767	2767/768	2768/769	2769/770	2770/771	2771/772	2772/773	2773/774	2774/775	2775/776	2776/777	2777/778	2778/779	2779/780	2780/781	2781/782	2782/783	2783/784	2784/785	2785/786	2786/787	2787/788	2788/789	2789/790	2790/791	2791/792	2792/793	2793/794	2794/795	2795/796	2796/797	2797/798	2798/799	2799/800	2800/801	2801/802	2802/803	2803/804	2804/805	2805/806	2806/807	2807/808	2808/809	2809/810	2810/811	2811/812	2812/813	2813/814	2814/815	2815/816	2816/817	2817/818	2818/819	2819/820	2820/821	2821/822	2822/823	2823/824	2824/825	2825/826	2826/827	2827/828	2828/829	2829/830	2830/831	2831/832	2832/833	2833/834	2834/835	2835/836	2836/837	2837/838	2838/839	2839/840	2840/841	2841/842	2842/843	2843/844	2844/845	2845/846	2846/847	2847/848	2848/849	2849/850	2850/851	2851/852	2852/853	2853/854	2854/855	2855/856	2856/857	2857/858	2858/859	2859/860	2860/861	2861/862	2862/863	2863/864	2864/865	2865/866	2866/867	2867/868	2868/869	2869/870	2870/871	2871/872	2872/873	2873/874	2874/875	2875/876	2876/877	2877/878	2878/879	2879/880	2880/881	2881/882	2882/883	2883/884	2884/885	2885/886	2886/887	2887/888	2888/889	2889/890	2890/891	2891/892	2892/893	2893/894	2894/895	2895/896	2896/897	2897/898	2898/899	2899/900	2900/901	2901/902	2902/903	2903/904	2904/905	2905/906	2906/907	2907/908	2908/909	2909/910	2910/911	2911/912	2912/913	2913/914	2914/915	2915/916	2916/917	2917/918	2918/919	2919/920	2920/921	2921/922	2922/923	2923/924	2924/925	2925/926	2926/927	2927/928	2928/929	2929/930	2930/931	2931/932	2932/933	2933/934	2934/935	2935/936	2936/937	2937/938	2938/939	2939/940	2940/941	2941/942	2942/943	2943/944	2944/945	2945/946	2946/947	2947/948	2948/949	2949/950	2950/951	2951/952	2952/953	2953/954	2954/955	2955/956	2956/957	2957/958	2958/959	2959/960	2960/961	2961/962	2962/963	2963/964	2964/965	2965/966	2966/967	2967/968	2968/969	2969/970</
---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	------------

K P I 4 3	5. Spatial Development, Environmental Planning and Disaster Management		16. To respond to Issues of Climate Change		Spatial Equity and Environmental Planning	Accessible and readily available GIS data to all municipal depts.	Roll out of Arc reader initiative	Training manuals and certificates	2014 1 Arc reader training session by 30 June 2014	1 Refreshing ArcReader training session	GIS training 2 Arc reader training sessions	None	1 Refreshing ArcReader training session	X	X	X	X	1 Refreshing ArcReader training session	Planning and DPSS	R0.00 (DPSS)	All
K P I 4 4				Response to climate change	Manage pressure on biodiversity	Protection of environmental sensitive areas	Payment vouchers and photos of new signage boards and greening material	New signage boards and greening material purchased by 30 December 2013	visible signage and evergreen plants	Old signage boards and green plants	Deteriorating signage boards	New signage boards and greening material purchased	Greening material purchased	New signage boards erected in environmental sensitive areas	New signage boards and greening material purchased	X	X	Planning and DoEA	R 50 000.00	All	
K P I 4 5				Response to climate change	Manage pressure on biodiversity	Protection of environmental sensitive areas	Council resolution adopting the District Integrated Environmental Plan (IEP) from ZDM	1 District IEP document by 30 June 2014	District IEP	Approved Funding to ZDM	None	Adopt District Integrated Environmental Plan	X	X	X	X	Adopt District Integrated Environmental Plan	Planning and ZDM	R1 000 000.00 (DoAEA)	All	

647	5. Spatial Development, Environmental Planning and Disaster Management		16. To respond to Issues of Climate Change	Response to climate change	Disaster Management	Disaster Management that is responsive	Approved DMP and Council Resolution	Reviewed and implemented DMP and LDMF	Outdated DMP in place	None	Outdated DMP in place	Review and implement DMP and LDMF	Review and implement DMP and LDMF	X	X	X	X	Community	Internal	All
648				Response to climate change	Disaster Management	Sensitising public on DM issues	Photos and attendance Registers	3 Awareness campaign conducted by June 2014	Ordinary people are not sensitized on disaster Issues	None	Ordinary people are not sensitized on disaster Issues	Conduct 3 awareness campaigns	X	1 awareness campaign	1 awareness campaign	1 awareness campaign	X	Community	10 000-00 (Internal)	All
649	6. Local and Social Economic Development			Job Creation	Expansion of Government -led job creation programmes	Erection of Taxi Rank Informal Traders' Shelters	Picture and Project Close Out Report	20 Shelters built by 30 December 2013	80 Shelters	0 Shelters	80 Shelters	20 Shelters built	X	20 Shelters Built	20 Shelters Built	X	X	Planning	R 400 000.00	3
649				Job Creation	Promoting SMMEs entrepreneurs and youth development	Package implementable LED initiative	Payment vouchers and delivery notes for viable LED Projects	5 LED Projects supported by 30 December 2013	As per community wish list priority	2 LED projects	X	Delivered LED projects	X	2 LED Projects Funded	2 LED Projects Delivered	X	X	Planning	R 200 000.00	All

K P I S O	K P I S 1	K P I S 2	6. Local and Social Economic Development		3. To Alleviate Poverty through Promoting Local Economic and Local Tourism	Poverty alleviation	Unleashing the agricultural sector	Implement UNSRDP (ukuzakha nokuzenzela Sustainable Rural Development Programme)	Photos & Progress Report	5 Cooperatives supported with ploughing by 30 December 2013	As per need analysis	3 Cooperatives supported	X	5 Cooperatives supported with ploughing	X	5 Cooperatives supported with ploughing for subsistence farming	5 Cooperatives supported with ploughing	X	X	Planning	Z D M	All	
						Poverty alleviation	Implementation of poverty alleviation programme	Delivering Special Mayoral Projects	Delivery notes of projects	40 projects delivered by March 2014	None	None	None	Deliver 40 poverty alleviation projects	X	X	Begin the SCM process	Deliver 40 poverty alleviation projects	X	Community	R 480 000-00	All	
						Capacity Building	Enhance the knowledge economy	Conduct & facilitate training & workshops for SMMEs and Cooperatives on LED & Business management	Minutes and Attendance Registers	4 trainings and workshops conducted by 30 June 2014	As per need analysis	4 Trainings and workshops	X	4 Training and workshops conducted Annually	1 Training	1 Workshop	2 training and workshops	1 Training	1 Workshop	Planning	Internal	All	

K P I 5 3	6. Local and Social Economic Development		8. To Fight Poverty and Ensure Food Security	Unleashi ng Tourism and Agricultur al Potential	Tourism and Marketin g	Marketin g the municipal ity and its opportuni ties that it offers	Payment Vouchers and delivery notes	Tourism Gaze bos and Mark eting Mater ial purch ased by 30 June 2014	None	None	X	Tourism Gazebo s and Marketi ng Materia l	X	X	X	X	Tourism Gazebo s and Mark eting Mater ial	Plannin g	R 100 000.00	All
K P I 5 4				Unleashi ng Tourism and Agricultur al Potential	Tourism and Marketin g	Marketin g the municipal ity and its opportuni ties that it offers	Photos and program me	2 Tours im event s condu cted by 30 Dece mber 2013	As per tourism plan	2 tourism Event s	X	2 Toursim events conduct ed	X	1 Tradit ional Horse Ridin g and 1 Bund u Mark et Event	2 Toursim event s condu cted	X	X	Plannin g	R 100 000.00	All
K P I 5 5				Informal economy	To formalise the informal economy /sector	Ensure the effectiven ess of the informal chamber	Minutes and attendan ce registers	2 meeti ngs condu cted 30 June 2014	2 Meeti ngs	0 Meeti ngs	X	2 Meetin gs Conduc ted Annually	X	1 Infor mal Chamber Meeti ng Conduc ted	1 Infor mal Chamber Meeti ng Conduc ted	X	1 Infor mal Chamber Meeti ng Conduc ted	Plannin g	Internal	All

K P I 5 6	6. Local and Social Economic Development		10. To Promote Safety and Security	Public Safety & Security	Enhancing Public Safety and Security	Road safety projects	Photos and attendance Registers	2 speed humps and 8 safety projects by June 2014	3 speed humps and 8 safety projects	None	Non-Existent	2 speed humps and 8 safety projects	2 safety projects	2 safety projects	4 safety projects	2 safety projects & 2 speed humps	2 safety projects	Community	Internal	All
K P I 5 7		Implementation of the community work programme	11. To Promote Designated Groups	Special Groups	Promote, children, disabled, elderly and women	Support and Implement special programmes	Attendance registers, photos, proof of payments	6 special programmes by June 2014	7 programmes	1 programme	6	6 special programmes	2 programmes	2 programmes	4 programmes	1 programme	1 programme	Community	Internal	All
K P I 5 8			13. To Promote Youth and Sports	Youth and Sports	Promote youth and sports development	Support and implement youth and sports programmes	Approved plan and Council Resolution	22 programmes by June 2014	35 programmes	13 programmes	22 programmes	22 programmes	12 programmes	2 programmes	14 programmes	8 programmes	X	Community	Internal	All
K P I 5 9			12. To Fight HIV/Aids Syndrome	HIV/AIDS	Reduce Impact of HIV & AIDS	HIV/AIDS Awareness campaigns	Attendance Registers and photos	5 HIV/AIDS Campaigns conducted by June 2014	12 programmes	6 programmes	6 programmes	5 Campaigns	2 campaigns	3 campaigns	5 campaigns	X	X	Community	Internal	All

06 - 72	6. Local and Social Economic Development	14. To Promote Arts and Culture Development	Social Cohesion	Promoting social cohesion amongst community	Support and Implement social cohesion	Attendance registers, photos, proof of payments	11 social cohesion programme and events by June 2014	22 programmes	11 programmes	11 programmes	11 programmes	4 programmes	2 programmes	6 programmes	1 programme	X	Community	Internal	All
---------	--	---	-----------------	---	---------------------------------------	---	--	---------------	---------------	---------------	---------------	--------------	--------------	--------------	-------------	---	-----------	----------	-----

I. Annexures

Table 66: List of Annexures

Annexure No.	Annexure Name
I.1	Annual Operational Plan
I.2	Spatial Development Framework
I.3	LED Plan
I.4	Tourism Plan
I.5	Disaster Management Plan
I.6	Auditor General's Report and Municipal Action Plan